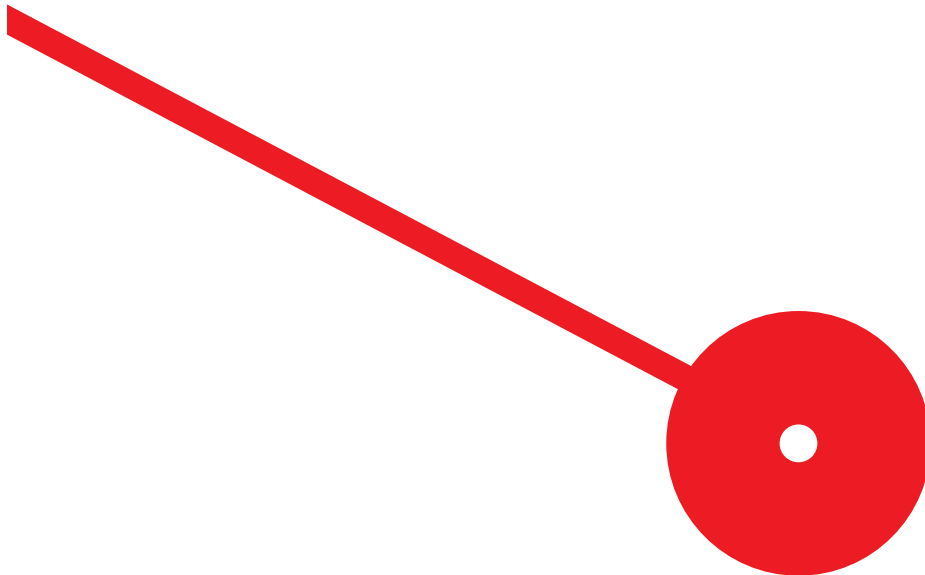




Working in a French SME at the marketing and e-commerce services.

Marlène Briquet

2019/2020



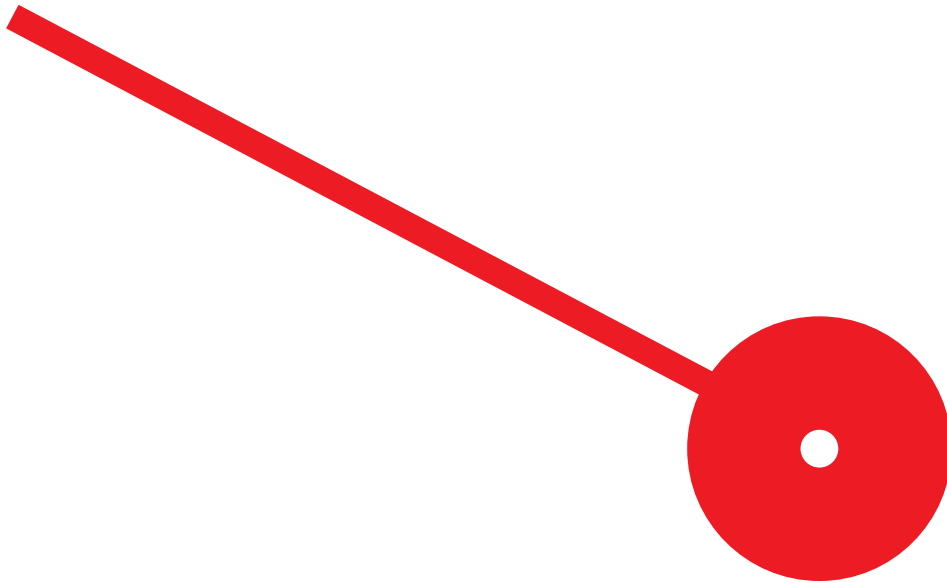


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Resumo:

O presente relatório incide sobre o estágio realizado no âmbito do mestrado em Estudos Interculturais para Negócios do ISCAP, Instituto Superior de Contabilidade e Administração do Porto. O estágio decorreu numa pequena e média empresa (PME) francesa especializada nas necessidades industriais e logísticas, nomeadamente no que diz respeito aos serviços de marketing e e-commerce. A globalização e a internacionalização tiveram um impacto no mundo dos negócios e mudaram a forma de trabalhar e negociar. As pequenas e médias empresas estão tão preocupadas quanto as grandes. Embora as motivações da internacionalização sejam diferentes, é importante considerar a internacionalização das PME. A internacionalização tem levantado questões quanto à gestão intercultural e como lidar com países e culturas estrangeiras, com particular interesse nas estratégias que devem ser adotadas. O objetivo deste relatório é definir conceitos-chave como a globalização, internacionalização, cultura e interculturalidade e compreender como é que este panorama teve impacto numa PME específica e nas suas estratégias de marketing, que representam a base do sucesso da empresa. A empresa é descrita, e as atividades e os projetos executados durante o estágio de seis meses são descritos e analisados.

Palavras chave: Gestão Intercultural, Estratégias de Marketing, Globalização e Cultura

Abstract:

This report will cover the internship realised within the framework of the master's degree in Intercultural Studies for Business from the Porto Business School (ISCAP, Instituto Superior de Contabilidade e Administração do Porto). The internship took place in a French small and medium-size business (SMEs) specialized in industry and logistic needs, particularly regarding the marketing and e-commerce services.

Globalisation and internationalisation have had an impact on the business world and have changed the way of working and negotiating. Small and medium-size businesses are as concerned as large corporations. Even if the mode and motivations of internationalisation are different, it is important to consider the internationalisation of SMEs.

The internationalisation of companies has raised questions as to intercultural management and as to how to deal with foreign countries and cultures with an interest in the strategies that should be adopted?

The objective of this report is to define key concept such as the globalisation, internationalisation, culture and interculturality and understand how these concepts have had an impact on a specific SME and its marketing strategies which represent the foundation of a company's success. Moreover, the SME company is described, and some missions and projects executed during the six-month internship are described and analysed.

Key words: Intercultural management, Marketing strategies, Globalisation, Culture

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List of Abbreviations

INSEE – *Institut National de la statistique et des études économiques.*

ISCAP – *Instituto Superior de Contabilidade e Administração do Porto*

p. – page

pp. – pages

PESTLE – Political, Economic, Social, Technological, Legal, Environmental

SEO – Search Engine Optimisation

SME – Small and Medium size business

SWOT – Strengths, Weaknesses, Opportunities, Threats

Globalisation and internationalisation have had a significant impact on the world. Companies are now trading with the world, there is a mix of cultures everywhere; students study abroad. Thanks to the internationalisation process, this internship was possible under the supervision of the ISCAP in partnership with the Université d'Artois in France as part of a double diploma in Languages and Management.

Globalisation and internationalisation have also led companies to deal and negotiate with foreign countries where culture and traditions can be different. The focus of this manuscript is on the internationalisation of SMEs (small and medium-size businesses) because the internship took place in SEBRAMAT, which is a SME specialised in logistics and industrial materials.

The choice of doing an internship instead of a thesis or a project, in my opinion, not only enables a better integration into the labour market by providing work experience, but also enables students to apply the theoretical knowledge provided by the university to a work context. After several interviews with different companies, SEBRAMAT was chosen as the host institution due to the diversity of tasks that it handles and its international environment. Indeed, the company has to deal with foreign clients and suppliers frequently.

Missions were divided into three main categories: marketing, communication and e-commerce. During the internship, the main goals were to develop new documents for the company such as: technical sheets, brochures, flyers, digital or paper imageries and videos. In terms of communication, the communication plan for 2020 was settled with the team, which facilitates the management and animation of social medias. E-commerce activities were linked to the web-marketing development plan with actions that included online sales development, management and the optimisation of the website, and the management of the online shop and the addition of new products. During the setting up of the company projects, before the beginning of the internship, the company wanted to develop the second-hand market online. This project was propelled by the arrival of the intern and began with the creation of a new category on the website only managed by the intern.

From a more personal point of view, the internship allowed me to gain more self-confidence by managing a project from start to finish and progress in a small company connected to the world by its foreign suppliers and clients.

This present work is organized into six chapters. The first and sixth chapter are respectively the introduction and the conclusion.

Chapter two contains the theoretical framework that I establish as my basis for the work that I developed. I used desktop research to identify and understand the existing information relevant to concepts such as globalisation, internationalisation culture and interculturality. This Chapter is divided into four main parts. The first section defines the terms of globalisation and internationalisation, describes their impact and the link between these two concepts. Emphasis is placed on the internationalisation of companies in particular SMEs (small and medium-size business), their motivations and the ways they internationalise. The second section focuses more on the concepts of culture and interculturality, intercultural management and strategies. The third part puts the emphasis on interculturality within the business world. Thus, it presents the development of intercultural management and the models that have been established by researches. The last part of Chapter two addresses the marketing strategies used by companies working in a global environment. This section also defines key term such as marketing (and its role). Cross-cultural marketing and international marketing. This theoretical framework allows us to understand some key concepts in linked with the activities that I was involved in and/or encountered during my internship.

Chapter three is the identity card of the company. This Chapter is divided into two main sections. The first section introduces the host institution, presents the company, the team, the evolution of the turnover, its products and services and the internationalisation of the company. The second part is an analysis of the company with a study of their competitors and the environment of the company thanks to tools such as Porter's five forces, the SWOT analysis and PESTLE analysis. This deeper analysis of the company is a way to understand the environments of the company and identify the possible issues of an eventual internationalisation and of trading with foreign suppliers, clients or partners. Indeed, strategies must be adapted according to the company's objectives as for international trades.

The fourth Chapter presents the internship itself and is divided into four sections. The first section describes how the company is organised and the aims of the internship: this part also explains how the company implemented a new organisation during the COVID.19 crisis and the confinement situation that occurred in France during my internship. The second part describes all the missions developed and the projects

undertaken related to marketing and communication activities. In the third section of this Chapter, e-commerce activities such as the adding of new products to the online shop, the optimisation and management of the website and the implementation of the online second-hand market are presented. A section is dedicated to the experience within the association PART'LOG, which SEBRAMAT is a part of. First of all, the objectives and aims of the association are described, such as the creation of the communication plan and the organisation of the events. The last part is the assessment of the internship from two perspectives: the opinion of the intern and the company.

The internship and the report work were a way to discover a new company specialized in logistics and industry, to understand issues of globalisation and internationalisation on a business scale and to enrich knowledge about marketing and cross-cultural marketing strategies. This report is the combination of my work experience, a lot of research about culture, interculture, globalisation, interculturality, intercultural management and strategies and my own personal life experience.

CHAPTER I – THEORETICAL FOUNDATIONS

In order to understand how interculturality is a major part of business life today, the concepts of globalisation and internationalisation must be defined. Moreover, thanks to the comprehension of these concepts of globalisation and interculturality, we can understand how marketing strategies could be different depending on cultures.

The first part of this chapter defines globalisation and internationalisation. In fact, globalisation is the phenomenon at the head of major changes that we know today which leads to internationalisation. Internationalisation brings about diversity because new agreements are made between countries and culture and people have to learn how to deal with it. Nowadays, considering culture and interculturality in daily and business life is essential. Today, each person will be led today to deal with people from another culture. The second part will focus and clarify culture and interculturality. The third part zooms in on the impact of interculturality on the business world and the development of the intercultural management concept and the models that have been established by research based on social experiences and their own life experiences.

Marketing concept and strategy will be addressed in the fourth part, with the definition of the concept of marketing and the tools and strategies that exist in order to establish a link with interculturality. This part also allows us to understand the impact of interculturality on marketing strategies and how companies have to deal with it.

1 Chapter 1: Theoretical Foundations

1.1 Concepts of globalisation and internationalisation

To follow a logical order, understanding the development of globalisation and internationalisation is fundamental to understand subjects such as interculturality within the business world, ways of communicating, negotiating and customer behaviours according their cultures.

1.1.1 Globalisation

1.1.1.1 Definition

The globalisation is a process of intensification of social relations which results in an increasing disjunction between space and time. (Laïdi, 2001)

According to Held, Mc Grew, Goldblatt and Perraton (1999), globalisation is more than a concept as it also represents a process because the space organisation of social relations are completely changed and defined by four progressive changes. According to the authors is defined by four changes :

- It involves a stretching of social, political and economic activities across political frontiers, regions and continents.
- It suggests an intensification or increase in magnitude of interconnectedness and flows of trade, investment, finance, migration, culture and so on.
- The growing extensity and intensity of global interconnectedness can be linked to a speeding up of global interactions and processes, as the evolution of world-wide systems of transport and communication increases the velocity of the diffusion of ideas, goods, information, capital and people.
- The growing extent, intensity and velocity of global interactions can be associated with their deepening impact, such that the effects of distant events can be highly significant elsewhere and even the most local developments may come to have enormous global consequences. In this sense the boundaries between domestic matters and global affairs become increasingly blurred. (Held, McGrew, Goldblatt & Perraton, 1999: 15)

All changes, technological advances and improvement of daily and business life have led to the process of globalisation. However, the very principle of globalisation is the result of political relations between the population for millennia. (Rocher, 2001) Brunel (2007, p.10), for example, defines globalisation as “new in the planetary integration of economic and financial, environmental and cultural phenomena”¹ Authors such as Gaston and Khalid (2010) explain that globalisation is the growth of multiples international factors such as investment, international trades of goods and services, social, political and economical ideas.

As described, globalisation is a phenomenon which has an impact on multiple factors such as the economy, politics, social exchanges and trades. In his book, Rocher (2001) insists

¹ Free translation of the author. In the original « [...] » la mondialisation » désigne une nouvelle phase dans l'intégration planétaire des phénomènes économiques, financiers, écologiques et culturels. (Brunel, 2007)

on that globalisation is a-plural term because three main globalisations exist: the economic globalisation, the political globalisation and the cultural globalisation. For the author, this distinction must be made even if they are not completely separated. As stated by Hirst, Thompson, & Bromley (1996, p.29), globalisation represents an area where “[...] the greater part of social life is determined by global processes, in which national cultures, national economies, national borders and national territories are dissolving.”

From a personal point of view and what have been understood and seen during the internship, globalisation is now a part of companies’ lives. Globalisation has opened markets and extended political relations and it became natural for companies today to be confronted with regulations or obligations. Indeed, during the internship, I never felt that the company was questioning this concept and working in collaboration with foreign suppliers or clients seemed to be a normal occurrence.

1.1.1.2 The impact of globalisation

Globalisation has changed the setting of the labour market. Indeed, nowadays globalisation has a great influence on international labour markets. It enables an exchange and integration of activities across borders. (Wolf, 2004)

Globalisation processes have led to companies’ migration to other parts of the world, especially third world countries, thus increasing competition between countries (Rocher, 2001). At the end of the 90’s, Dolfus (1995) used the term “global village”² as a symbol of globalisation. Even if borders are never erased, differences are beneficial for companies from developed countries.

Many indicate that the global development of companies has generated economic globalisation. In other words, the internationalisation process is simply the result of the globalisation process. The desire of companies and people to conquer international markets brings this international expansion of globalisation and internationalisation. (Boccaro, Hecquet, D’Isanto & Picard, 2013)

Indeed, globalisation had an impact not only on the world, but also on companies. There was an increase of foreign competitors in the goods and services’ markets. Moreover, the

² Free translation of the author. In the original “village planétaire”. (Dollfus, 1995)

opening up of borders, which facilitate the flow of goods obligate companies to anticipate competitors' actions by being on the constant lookout. (St-Pierre, 2009) This is also an opportunity to have a worldwide presence: that is to say, to be able to supply and sell abroad while adopting adaptation strategies in order to successfully sell a product in a foreign market. (Nummela, 2004)

1.1.2 Internationalisation, concept and definition

As stated previously, internationalisation is the result of globalisation.

Over the last decades, the question of internationalisation has aroused the interest of business companies. However, the theory of internationalisation itself is not easy to define. In common usage, internationalisation could be describe as “the process of increasing involvement in international operations.”(Welch & Luostarinen, 1988, p.36)

The term internationalisation not only refers to companies but also to other institutions such as education, scientific investigations, projects, and so on.

In the specific context of business, Wind, Douglas and Perlmutter (1973) have claimed that internationalisation is associated to the successive steps of the evolution of an organisation's activities towards a global or regional scale. They associate four types of attitudes which reflect the goals of the corporation and lead to management strategies for the company's global operations such as ethnocentrism (home country), polycentrism (host country), regiocentricism (regional orientation) and geocentrism (world orientation).

Since the 1970's, the international trade of goods and services has increased. Indeed, the payment balance has registered a ratio of international exchanges of 30% against 13% during at the beginning of the 1970's. Nevertheless, even if globalisation is a major economic phenomenon today, economists and policies that see internationalisation as a competition create an amalgame because it is not the nations that are competing, but companies. (Crozet & Fontagné, 2010)

For Biscourp, Kramarz & Crozet (2003), internationalisation must be dynamic. That is to say that the concept of internationalisation is based on the company's movements such as importation and exportation, taking into account the product's destination and categories. However, the internationalisation of companies do not rely on exportation and

importation alone. Globalisation allows companies to have access to foreign markets, thus increasing competitiveness. Companies are free to create their own strategies according to their capacities. (Crozet & Fontagné , 2010)

1.1.3 Internationalisation of SMEs

For several years now, SMEs have aroused interest because they represent a source of international dynamism and economic growth. Moreover, small and medium-size businesses are now considered as a full-fledged entity and not as a mini company. (Laghzaoui, 2009). Internationalisation is not only for the large corporation, focused on the economic perspective of globalisation SME's strategies are oriented toward the integration of foreign markets. (Hébert, 2002)

After considerable studies over the past few decades, several patterns have been identified to characterize the internationalisation of small and medium-size companies concerning "the timing of entry, the geographic range, and intensity of commitment to foreign markets". (Kuivalainen, Sundqvist, Saarenketo & McNaughton, 2012, p.448) Internationalisation is "the process of adapting firms' operations (strategies, structures, resources, etc.) to international environment." (Calof & Beamish, 1995, p. 116)

1.1.3.1 Definition of SMEs

Multiple factors are taken into account to define small and medium size enterprises (SME) such as the number of employees and the annual turnover or balance sheet total. According to INSEE (French national institute statistical and economic studies) small and medium sized companies must employ less than 250 people with an annual turnover which cannot exceed 50 million euro or a balance sheet total which cannot exceed 43 million euro. For micro-enterprises, the maximum number of employees allowed is 10 and the turnover cannot exceed 2 million euros. (*Institut national de la statistique et des études économiques*, 2019)

The European commission gives more details about the definition of small and medium size enterprises, namely referring to the difference between small and medium size. Indeed, small companies do not exceed 50 people while medium do not surpass 250. The

annual maximum turnover is also different with 10 million euro for small companies and 50 for medium companies. (Table 1)

Table 1 SME Definition

SME Definition				
Enterprise category	Ceilings			
	Staff Headcount (number of persons expressed in annual work units)	Turnover	Or	Balance sheet total
Medium-sized	< 250	≤ € 50 million		≤ € 43 million
Small	< 50	≤ € 10 million		≤ € 10 million
Micro	< 10	≤ € 2 million		≤ € 2 million

Source: European Commission, n.d.

1.1.3.2 SMEs diversity and internationalisation

According to a study conducted by Julien & St-Pierre (2009), SMEs can be classified into six categories taking into account their involvement in internationalisation.

1. SMEs which avoid more or less to globalisation

This category represents a quarter of SMEs by countries. There are companies such as hairdressers, farmers and craftsmen which are concerned because they only work locally and are not engaged in a foreign market.

2. SMEs which are locally or regionally involved and passive on global markets

This type of SMEs is passively engaged in global markets because they supply a part of their raw materials to international markets or by locally based intermediaries.

3. SMEs buying a lot in global markets

The third category includes SMEs which are specialised and in buying in bulk products in international markets such as manufacturing SMEs, health services (pharmacies).

These companies meet the needs of local and regional markets until suppliers decide to open their own shops.

4. SMEs in collaboration with large and medium size exporting companies

These SMEs provide delivery of services to large companies. That is to say they are at the service of large companies by providing them with equipment or advice. They are considered subcontractors for instance, in equipment and transport industries.

5. SMEs not much exporter

SMEs not much exporter will only export less than 15% of their production in one or two countries that are geographically or culturally close. Exporting is not a strategy in this case. But, in general, these companies minimise risks by exporting in closer markets or countries before spreading and developing following the Uppsala model which is developed in section 1.1.3.3.

6. Global SMEs

Global SMEs only represent 5% in developed countries (Roubaud, 2007, as cited in (Julien & St-Pierre, 2009). These types of SMEs are engaged in multiple foreign markets and countries by their specific features or intentional strategy. Exports begin immediately, as soon as the company is created which can be considered a risk because prior knowledge of the international market is recommended.

1.1.3.3 The so-called traditionnal internatilisation against “born-again global” SMEs or “International New Ventures”

The majority of small and medium size companies’ internationalization have been influenced by Uppsala model, which has been the reference regarding internalisation of SMEs’ studies. The Uppsala or U-model has been developed during the 1970’s by a Swedish school. (Johanson & Wiedersheim-Paul, 1975 ; Johanson & Vahlne, 1977) The U-model is characterized by the importance of the progressive nature in the international expansion of companies. Steps noted by the authors are

- **The company does not have regular export activities**

This stage means that the company does not have steady information about the market.

- **Exports through an independent agent**

The second stage means that the company has more steady information through an agent, which allows them to know which factors have an influence on sales.

- **Sales subsidiary**

This stage allows the company to have more control of the type and quantity of information “coming from the market to the firm”

- **Production in a foreign country / manufacturing**

This fourth stage is the sign of a great commitment of the company.

In other words, the objective is to control the international expansion which can help to minimize risks linked to the integration into foreign markets. (Tapia Moore & Meschi, 2010).

The psychic distance also represents a fundamental concept of the Uppsala model. The authors define the psychic distance as “factors preventing or disturbing the flows of information between firm and market. Examples of such factors are differences in language, culture, political system, level of education, level of industrial development” (Johanson, & Wiedersheim-Paul, 1975, pp.307-308) According to these factors, the internationalisation of a firm will be more or less progressive and risky.

Another point highlighted by the Uppsala model is the gradual acquisition. Internationalisation is a risk taken by a company which brings about a great uncertainty. Gradual acquisition is a way to be able to respond to the difficulties that internationalisation can bring to companies by adjusting their routines according to the situation (Pisarek, 2011)

Also considered as a traditional model, the I-Model (Innovation model) reunites works from multiple authors: Bilkey & Tesar (1977), Cavusgil (1980), Czinkota et Tesar (1982) and Reid (1981). These research studies consider that the internationalisation process is similar to the dissemination of innovation. (Pisarek, 2011) The only differences that could exist between these I-Model’s researches are the choice of the steps and the number of steps in the internationalisation process. (Laghzaoui, 2009)

In opposition to the traditional mode of internationalisation exposed by the Uppsala and Innovation models, there are firms which have a fast and hasty internationalisation. These companies called “International New Ventures” (INV) (Oviatt & McDougall, 1994) or “Born Global” (BG) (Rennie, 1993). These do not have developed their internationalisation strategies step by step but have began internationalizing since their creation or in their first two years due to having good knowledge of niche sectors (Figure 1).

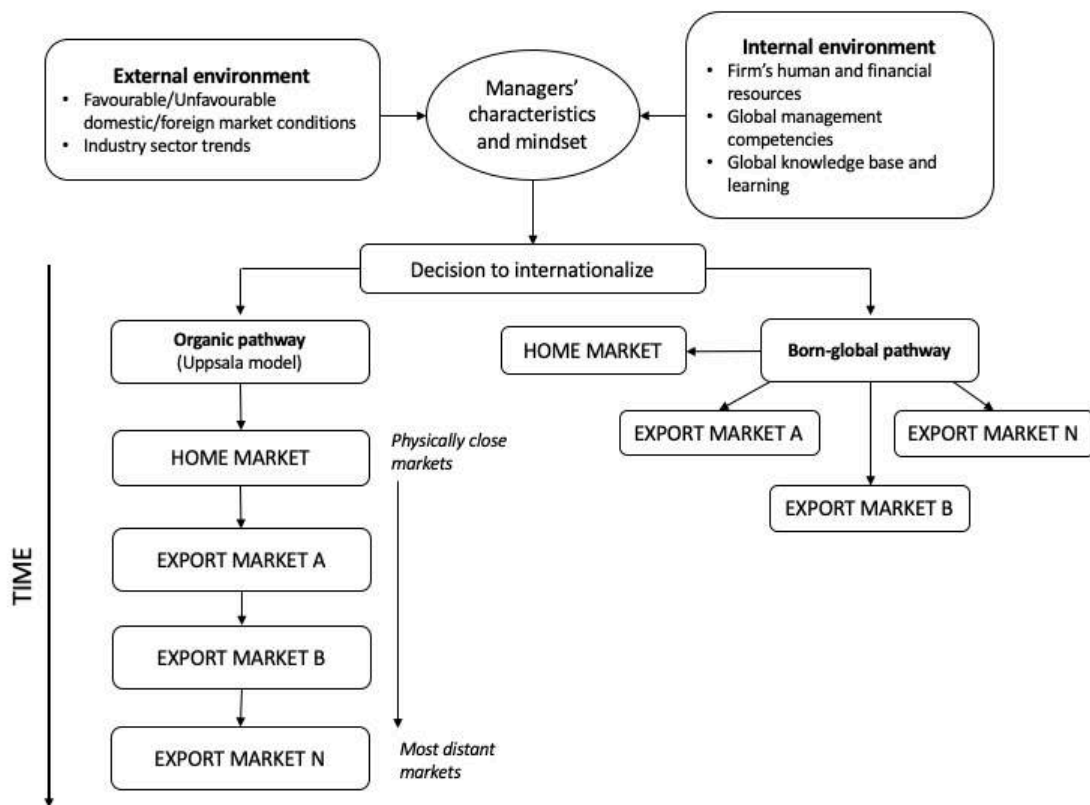


Figure 1: Two extreme pathways of internationalization: the organic versus born global

Adapted from: Hollensen, S, 2011, p.89

1.2 Concept of culture and interculturality

Before understanding how globalisation and internationalisation have had an impact on the business world today, it is necessary to define and understand the concepts of culture and interculturality. It is this internationalisation that gave rise to the development of

questions on the subject of interculturality and intercultural management, which themselves derive from the notions of culture and interculturality.

1.2.1 Concept of culture

1.2.1.1 Definition

The concept of culture is outside of time, and each historical period has its talk and restrictions on the signification of the notion. (Saez, 2008)

During the 19th century, a common idea of culture emerged based on a popular anthropologist's definition (Tyler, 1891 as cited in White, 1959, p.227). According to Tyler, "Culture [...] is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society." (p. 227).

The 20th century was a century of development and research around themes such as culture. Especially in the 1950's, the term of culture was divided, because as a science, multiple definitions are given. Indeed, the points of view of anthropologists, economists, linguist, philosophers and psychologist must be taken into account. Each science has its opinion and own definition of culture because they do not have the same perspective. (Maury & Serres, 2018)

For some, culture is about learning. Culture is generally considered as part of a transmission process. It allows people to adapt to their natural environment by a knowledge because humans' lives are ruled by their "natural habitat"³ and "social environment"⁴ (Herskovits, 1950, p.9). Geertz (1973, p.89) also referred to knowledge and transmission. He defined culture as "a historically transmitted pattern of meaning embodied in symbols, a system of inherited conceptions expressed in symbolic forms by means of which men communicate, perpetuate and develop their knowledge about and attitudes toward life." In other words, culture is part of a social construction of individuals and culture becomes more and more important in human communities, going beyond the individual. (Saez, 2008)

³ Free translation of the Author. In the original "habitat naturel". (Herskovits, 1950, p.9)

⁴ Free translation of the Author. In the original "environnement social" (Herskovits, 1950, p.9)

Culture also sets up social rules. It allows us to apprehend situations and behaviours from what people have learnt since their birth. Thanks to observation, interactions and imitation each individual found out how to act. (Samovar, Porter, McDaniel & Sexton Roy, 1972, p.10)

Wagener (2014), in his article, splits the concept of culture into three. On the one hand, individually, as a characteristic that belongs only to the individual. People need to identify themselves to a culture as a sign of belonging to an ethnic group. On the other hand, the author describes culture by placing himself in a researcher's shoes: as a way to represent and identify habits of a community thanks to specific characteristics, habits, beliefs and rituals. Then, the author explains that understanding culture is a tool for businesses and managerial strategies. Indeed, it allows to comprehend and develop methods to create an intercultural team spirit, which could be complicated without the understanding of the other. For Chevrier (2013, p.9), "culture takes on a multitude of meanings."⁵

With this sentence, Chevrier makes reference to all forms of heritage that a person can acquire such as personal identity, inheritance, material and artistic productions. However, the author also includes all cultures that can exist, for instance the corporate culture, which will be developed in chapter two, part two, or social class culture.

1.2.1.2 Cultural diversity

In terms of globalization, the notion of countries can be seen as contrary to culture. Indeed, Mauss (1913 as cited in Perrineau, 1975) explains that "civilisation constitutes a kind of moral environment in which are plunged a certain number of nations and each national culture is only one particular form"⁶ (p. 954). This means that cultural differences, or diversity is not limited to differences between countries. Divergences exist within a country or even region. In his book, *Race et Histoire*, Lévi-Strauss (1952, p.16) goes further and says that diversity exists within each group which constitutes a society or a country such as social classes, business areas, and private circles.

⁵ Free translation of the Author. In the original "[...] le concept de culture renvoie à une multitude de sens. » (Chevrier, 2013, p.9)

⁶ Free translation of the Author. In the original "Une civilisation constitue une sorte de milieu moral dans lequel sont plongées un certain nombre de nations et dont chaque culture nationale n'est qu'une forme particulière » (Mauss, 1913 as cited in Perrineau, 1975, p 954)

1.2.1.3 National culture concept

A nation's culture has long been identified as a key to understand systematic contrasts in behaviour. Cultural norms and convictions are powerful, forming people discernments, perceptions and behaviours. (Markus and Kitayama, 1991)

National culture is an element which must be taken into account because the lack of consideration of cultural differences between countries has been the cause of many business failures. (Ricks, 1993)

By developing its theories on intercultural management, Hofstede (1983) underlined that national culture concept is important because citizens of each countries act differently because of :

- Specific political entities
- Value given to the principle of citizenship
- Experiences that the country has had

Hroch (1996 as cited in Burton, 2009), has defined the nation as “a large social group integrated not by one but a combination of several kinds of objective relations (economic, political, linguistic, cultural, religious, geographical, historical) and their subjective reflection on collective consciousness.” (p.4)

Even in marketing and cross-cultural marketing, a special attention is given to the concept of national culture. Even if culture is not universal and differences could exist between citizens of a country, differences between individuals are attributed to national differences. However, this reflection is not universally shared. (Burton, 2009)

It is important to define the national culture before explaining the importance and the role of corporate culture. These two concepts are tightly linked because intercultural management adjustments take into account national and corporate culture.

1.2.1.4 Corporate culture: definition and role

Before developing and moving on intercultural management theories and the studies around the subject of interculturality within the business world, it is important to address the concept of corporate culture. Indeed, without mentioning ethnical diversity, each

company creates with all employees, regardless of their individual culture, nationality, and so on its own identity and culture.

Cremer (1993) divides the analysis of corporate culture into three elements :

- a common language or coding.
- a shared knowledge of certain facts
- a knowledge of certain established rules of behaviour

Rules and behaviours, which the author describes in the third point is related to rites of politeness, or the choice of clothing, which could be crucial in some companies

Moreover, for Cremer (1993) a corporate culture does not represent a transmission of values, but knowledge that must be developed during a trial period. Indeed, depending on the role of the employee within the company, the interaction with colleagues will be different. For instance, engineers will have more interactions with other engineers than sales representative or administrative employees, which will create subgroups. For Kotter & Heskett (1992) this idea of subcultures can also appear in the smallest company. As to large businesses, hundred of cultures and subcultures cohabit.

Meier (2004) defends that the learning process and transmission by repetition and communication are the key elements of corporate culture. It is also a social construction which is evolving according to the decisions made by the company.

The corporate culture reunites different types of factors such as the model of behaviours or organization style which must be followed by new employees. (Kotter & Heskett, 1992)

For Bournois (1996, as cited in Meier, 2004, p.8), “Corporate culture relates to a framework of thought, a system of values and relatively organized rules which are shared by all company staff”.⁷ Nonetheless, this notion of values is interpreted differently to each author. Indeed, Hodgson (1996) considers that choices and desires of people can be modified by the influence of the corporate culture, while Kreps (1990) specifies that corporate values constitute the notoriety that an organisation has created after some time.

⁷ Free translation of the Author. In the original “La culture d’entreprise correspond à un cadre de pensée, à un système de valeurs et règles relativement organisées, qui sont partagées par l’ensemble des acteurs de l’entreprise. » Bournois (1996 as cited in Meier, 2004)

Creating a corporate identity is now a part of a management tool but, reaching an ethical corporate culture requires the balance of ideas quoted before, such as values, the learning process of knowledge and smooth management. (Figure 2)



Figure 2: Key element of an ethical corporate culture

Source: Schwartz ,S. (2013)

“Corporate culture can have a significant impact on a firm’s long-term economic performance” (Kotter & Heskett, 1992, p .11) Indeed, according to the definitions of corporate culture, it allows people to be on the same wavelengths concerning their work, thus decisions are taken in a the most strategic way. (Meier, 2004) If important decisions are judicious, the company will be performed well and will make better results. (Kotter & Heskett, 1992). Communication between non-hierarchical levels is improved thanks to a strong corporate culture. (Cremer, 1993). By influencing people toward direction, decisions are made with less of uncertainty, improving one more time, the results of the company. (Meier, 2004) “Corporate culture improves the efficiently of decisions.” (Cremer, 1993, p.16)

Corporate culture has an impact on the economy of the company, but it is also a tool used by the company’s management to create a sort of encouragement for employees. (Godelier, 2006) Corporate culture allows companies to create rules and principles that employees have to refer to. (Rocher, 1968 cited in Meier, 2004)

Nevertheless, with globalisation, now not only social classes, religions and ways of thinking are mixed within a company, creating subgroups of corporate culture, but

nationalities have to coexist. That is why intercultural management has been developed since the 1980's in order to understand and create tools to facilitate trades.

1.2.2 Concept of interculturality

Intercultural interactions have always existed and are as old as humankind. Whether it was the research of a new homeland, trade activities or conquests, migration brought into contact people from different cultures. (Samovar, Porter, McDaniel & Sexton, 1972) Interculturality and intercultural communication come from communication between the populations since colonialism. (Chevrier, 2013)

Moreover, a distinction must be made between interculturalism and multiculturalism. Indeed, first of all, during the independence process of colonisation, during the decline of colonial empires, the issue of multiculturalism and not interculturalism is evoked. (Crispi, 2015)

What is characterized as multiculturalism is that “the presence of indigenous national minorities and long-established minority groups.” (Barrett, 2013, p. 17).

Multiculturalism is about space and culture diversity in a territory while interculturalism centers around exchanges, common comprehension and cooperation between ethno-social groups. It refers more to relationships between individuals than space exchange. (Bouchard, 2013)

In his book, Dietz reutilises Giménez's figure of diversity (Table 2) highlighting that interculturality came from multiculturalism with a mix of ethnic diversity and interaction.

Table 2: Diversity in Multicultural and Intercultural Discourses

Factual level = status quo	Multiculturality cultural, religious and/or linguistic diversity	Interculturality interethnic, interreligious and/or interlingual relations
Normative level = pedagogical, sociopolitical or ethical proposals	Multiculturalism recognition of difference: 1. principle of equality 2. principle of difference	Interculturalism coexistence in diversity: 1. principle of equality 2. principle of difference 3. principle of positive interaction

Source: Giménez (2003, *as cited in* Dietz, 2009, p. 9)

In other word, interculturality is charaterized as the perception of the presence in societies of progression of exchanges, dialogues and types of collaboration among people and gatherings who declare to be from various cultures. (Martiniello, 2008)

1.3 Interculturality within the business world

Interculturality is part of our daily lives today. Most significant to globalisation and new international trades in business, professionals are led to communicate with different cultures. In order to facilitate trades and communication between people from different cultural backgrounds, intercultural management's theories have been developed.

1.3.1 Development of the intercultural management

Bourguignon & Chevrier (2013, p.2) have defined intercultural teams whithin a company as the “[...] gathering of some people from different cultures around a shared professional project.”⁸

Globalisation has created the need for new ways of understanding, managing and the adaptation to culture contrasts. (Caganova, Cambal, & Weidlichova, 2010)

The question of intercultural management is raised from the moment that of diverse groups of people are working together. The diversity can relate to the nationality, the ethnicity but also corporate culture. Indeed, within a company, different genders, social classes, nationalities, religions, subgroups have to coexist. Furthermore, because of the rise of diversity within corporations, the intercultural management was needed to deal with differences. “Intercultural management is about the management of paradoxes of ambivalences and ambiguities.” (Jacob, 2003, p.2) For Mead & Andrews (1997 as cited in Caganova, Cambal, & Weidlichova 2010), intercultural management within corporation gathers multiple dimensions, such as “team management, leardership, corporate strategy, organisational structure, human resource management, kownledge management and conflict resolution.” (p. 53)

⁸ Free translation of the Author. In the original “[...]le rassemblement de plusieurs personnes porteuses de culture différentes autour d’un objectif professionnel commun. »

Intercultural management is a recent phenomenon. It was mentioned for the first time during the 1960's by researchers and practitioners, following the globalisation and the increase of international trades and cooperation, which led to a diversity of management. However, the notion of intercultural management was not mentioned at the beginning, but researchers tried to understand how to deal with different religious, social and political contexts. (Chevrier, 2013). Since the 1980's, Hofstede (1980) developed an intercultural management theory in his book *Culture's consequences: International Differences in Work-Related Values*. He explains that the importance to adapt the type of management in multinational companies and makes the link between management and interculturality. Intercultural management is based on the analysis and comparison of culture differences. (Chevrier, 2013)

Nevertheless, the written work of Hofstede and other researchers have been criticized. Indeed, they were accused of creating generalisations and stereotypes according to cultures. (Jacob, 2003) Hofstede assimilates notions of culture and nation, which is problematic (Catalin, 2012) because, as explained before, culture and nation must be separated because of the existence of multiple cultures within a same nation. Catalin (2012) also insists that Hofstede and other researchers of the 1980's did not take into account the evolution of the society. 1980's researchers remain, nevertheless the most cited and mentioned in term of intercultural management.

1.3.2 Intercultural management models

Although Hofstede has been recognized for his written work on intercultural management, other researchers such as Lewis, Hall and Trompenaars have elaborated their theories about culture dimensions which have had an influence on intercultural management and have become works of reference in the field.

1.3.2.1 Hofstede's model

Psychologist in IBM company, which was an international institution during the 1970's, G. Hofstede investigated IBM's employees by giving a survey to the employees in 72 different countries. Thanks to the answers assembled the first time, he defined four dimensions:

- Power distance

- Uncertainty avoidance
- Individualism
- Masculinity-Femininity (Geoffroy, 2000)

Later in the 1980's, he added a fifth dimension: the short- and long-term orientation by associating his research with that of psychologist Michael Harris Bond. By exploiting Hofstede's data, the Bulgarian Minkov deduced the sixth dimension of indulgence. (Hofstede, 2011)

The six dimensions are:

- **Power Distance dimension.**

This dimension allows one to classify countries according to their acceptance of the authority from the hierarchy and the acceptance or not of the power distribution.

Table 3: Ten Differences Between Small- and Large- Power Distance Societies

Small Power Distance	Large Power Distance
Use of power should be legitimate and is subject to criteria of good and evil	Power is a basic fact of society antedating good or evil: its legitimacy is irrelevant
Parents treat children as equals	Parents teach children obedience
Older people are neither respected nor feared	Older people are both respected and feared
Student-centered education	Teacher-centered education
Hierarchy means inequality of roles, established for convenience	Hierarchy means existential inequality
Subordinates expect to be consulted	Subordinates expect to be told what to do
Pluralist governments based on majority vote and changed peacefully	Autocratic governments based on co-optation and changed by revolution
Corruption rare; scandals end political careers	Corruption frequent; scandals are covered up
Income distribution in society rather even	Income distribution in society very uneven
Religions stressing equality of believers	Religions with a hierarchy of priests

Source: Hofstede, G. (2011)

For institutions in countries which have a high score in the power distance index, hierarchy has an important role within the company or society; for instance, decisions are made by the chief and he must be consulted for important decisions. On the contrary, countries with a low power distance score do not favour this notion of hierarchy whether at home or in their professional lives. Table 3 illustrates some differences that could exist between low and high power distance scores.

- **Uncertainty avoidance.**

This dimension points out the tolerance of a society toward ambiguity and uncertainty.

Table 4: Ten Differences Between Weak- and Strong- Uncertainty Avoidance Societies

Weak Uncertainty Avoidance	Strong Uncertainty Avoidance
The uncertainty inherent in life is accepted and each day is taken as it comes	The uncertainty inherent in life is felt as a continuous threat that must be fought
Ease, lower stress, self-control, low anxiety	Higher stress, emotionality, anxiety, neuroticism
Higher scores on subjective health and well-being	Lower scores on subjective health and well-being
Tolerance of deviant persons and ideas: what is different is curious	Intolerance of deviant persons and ideas: what is different is dangerous
Comfortable with ambiguity and chaos	Need for clarity and structure
Teachers may say 'I don't know'	Teachers supposed to have all the answers
Changing jobs no problem	Staying in jobs even if disliked
Dislike of rules - written or unwritten	Emotional need for rules – even if not obeyed
In politics, citizens feel and are seen as competent towards authorities	In politics, citizens feel and are seen as incompetent towards authorities
In religion, philosophy and science: relativism and empiricism	In religion, philosophy and science: belief in ultimate truths and grand theories

Source: Hofstede, G. (2011)

For high score societies, there is a fear of change. On the contrary, low score societies are confident with the future and they are not afraid of unexpected situations. They also tend to be more tolerant and open minded about other points of view than a high score society. Table 4 presents some differences that exist between societies with a weak uncertainty avoidance index and societies with a strong uncertainty avoidance index.

- **Individualism vs Collectivism.**

This dimension determines the importance attached by a society or a country to the individual “I” or to the group, “We”.

Table 5: Ten Differences Between Collectivist and Individualist Societies

Individualism	Collectivism
Everyone is supposed to take care of him- or herself and his or her immediate family only	People are born into extended families or clans which protect them in exchange for loyalty
"I" – consciousness	"We" –consciousness
Right of privacy	Stress on belonging
Speaking one's mind is healthy	Harmony should always be maintained
Others classified as individuals	Others classified as in-group or out-group
Personal opinion expected: one person one vote	Opinions and votes predetermined by in-group
Transgression of norms leads to guilt feelings	Transgression of norms leads to shame feelings
Languages in which the word "I" is indispensable	Languages in which the word "I" is avoided
Purpose of education is learning how to learn	Purpose of education is learning how to do
Task prevails over relationship	Relationship prevails over task

Source: Hofstede, G. (2011)

- **Masculinity vs Femininity.**

This dimension highlights how gender that is to say male and female is perceived within a society.

Table 6: Ten Differences Between Feminine and Masculine Societies

Femininity	Masculinity
Minimum emotional and social role differentiation between the genders	Maximum emotional and social role differentiation between the genders
Men and women should be modest and caring	Men should be and women may be assertive and ambitious
Balance between family and work	Work prevails over family
Sympathy for the weak	Admiration for the strong
Both fathers and mothers deal with facts and feelings	Fathers deal with facts, mothers with feelings
Both boys and girls may cry but neither should fight	Girls cry, boys don't; boys should fight back, girls shouldn't fight
Mothers decide on number of children	Fathers decide on family size
Many women in elected political positions	Few women in elected political positions
Religion focuses on fellow human beings	Religion focuses on God or gods
Matter-of-fact attitudes about sexuality; sex is a way of relating	Moralistic attitudes about sexuality; sex is a way of performing

Source: Hofstede, G. (2011)

A society with a low score will be a feminine society, that is to say , they consider that women can have a man's position at work or in daily life decisions. On the contrary, a society with a high score will be masculine with a feeble consideration for women. Men

will have the image of superiority in term of strenght or smartness and will have the last word on decisions.

- **Long-term vs Short-term Orientation.**

Long term orientation societies are focused on rewards to come. They appreciate the values of perseverance, saving, persistance and have a better adaptation capacity. Unlike short-term orientation societies who are concentrated on the present time. Traditions and hierarchy are important and give rhythm to life and decisions. (Table 7)

Table 7: Ten Differences Between Short- and Long-Term-Oriented Societies

Short-Term Orientation	Long-Term Orientation
Most important events in life occurred in the past or take place now	Most important events in life will occur in the future
Personal steadiness and stability: a good person is always the same	A good person adapts to the circumstances
There are universal guidelines about what is good and evil	What is good and evil depends upon the circumstances
Traditions are sacrosanct	Traditions are adaptable to changed circumstances
Family life guided by imperatives	Family life guided by shared tasks
Supposed to be proud of one's country	Trying to learn from other countries
Service to others is an important goal	Thrift and perseverance are important goals
Social spending and consumption	Large savings quote, funds available for investment
Students attribute success and failure to luck	Students attribute success to effort and failure to lack of effort
Slow or no economic growth of poor countries	Fast economic growth of countries up till a level of prosperity

Source: Hofstede, G. (2011)

- **Indulgence vs Restrained.**

This dimension estimates how cultures and societies control their desires. Societies with a low score are called “indulgent” and they have the tendency to have more leisure time and focus on happiness and positive emotions, while societies called “restrained” aim to succeed in their professional lives despite leisure and happiness. There are places where order should reign. (Table 8)

Table 8: Ten Differences between Indulgent and Restrained Societies

Indulgence	Restrained
Higher percentage of people declaring themselves very happy	Fewer very happy people
A perception of personal life control	A perception of helplessness: what happens to me is not my own doing
Freedom of speech seen as important	Freedom of speech is not a primary concern
Higher importance of leisure	Lower importance of leisure
More likely to remember positive emotions	Less likely to remember positive emotions
In countries with educated populations, higher birthrates	In countries with educated populations, lower birthrates
More people actively involved in sports	Fewer people actively involved in sports
In countries with enough food, higher percentages of obese people	In countries with enough food, fewer obese people
In wealthy countries, lenient sexual norms	In wealthy countries, stricter sexual norms
Maintaining order in the nation is not given a high priority	Higher number of police officers per 100,000 population

Source: Hofstede, G. (2011)

1.3.2.2 Edward Hall's communication theory

Edward Hall (1976 *as cited in* Mead & Andrews, 2009) has divided cultures into two categories: high context cultures and low context cultures. Hall links values, context and communication. Indeed, his theory is based on how experiences and context have an influence on communication and behaviour. "That is, members' experiences of context will influence how they communicate. And different culture groups respond to their contexts differently." (p.30) Contrary to Hofstede or Lewis, Hall based his research on his own experience. What is interesting here, is to compare Hall and all other theories and compare differences and similarities that could exist.

- **High-context culture.**

Relationships for high-context culture result in a personal engagement and are relatively long lasting even in professional life because there is the need to create a loyalty between those involved. In general, they do not need a written agreement; there is a sort of loyalty between people. High-context culture may have difficulty in expressing their disagreement and use a lot of expression and may have the tendency to be indirect in order not to offend anyone. They also make the distinction between themselves and

foreigners and they grant importance to tradition as they are proud of their culture. (Mead & Andrews, 2009)

- **Low-context culture.**

Low-context cultures have the antagonistic attributes when compared to high-context cultures. Indeed, for them, relationships do not need to be deep and are relatively shorter. Contrary to high-context culture, they get straight to the point and that could be offensive. These cultures can be obsessed with precision especially during negotiations and need written agreements. They are less attached to cultures and traditions, which may allow foreigners to feel better accepted than in a high context culture. (Mead & Andrews, 2009)

Countries such as China, Japan, Korea and other Asian countries belong to high-context cultures while USA, Scandinavian countries and Germany have more characteristics of low-context cultures. It is difficult to categorise a country as a high-context culture or low-context culture because each country shows high and low context characteristics. (Mead & Andrews, 2009)

Hall's experience with members of different cultures has shown that cultures organise time in two distinct ways. Hall uses the term polychronic to describe societies which try to do several things at once, while those who are doing only one thing at a time are called monochronic societies. In the case of polychronic societies, they perceive time as sacred and time is never wasted. On the contrary, monochronic societies attach importance to organisation and have more difficulties in accepting that life could be unpredictable. Without attempting to make generalisations, Hall classifies Latin America and Mediterranean countries as polychronic and European and Northern America as monochronic. (Hall, 1984)

1.3.2.3 The Trompenaars's model

Trompenaars (1996) based his research on Hall and Hofstede studies. Similar to Hofstede, Trompenaars defined seven culture dimensions:

- **Universalism vs Particularism.**

Universalists pay more attention to laws and regulations and rules come before relationships. On the contrary, cultures classified on particularism category do not let

their lives be ruled by laws and regulations. For them, relations and circumstances dictate rules and not the inverse. (Trompenaars, 1996)

- **Individualism vs Collectivism.**

Parson (1995 as cited in Trompenaars, 1996, p.56) qualified individualists as those whose “prime orientation to the self” while collectivists’ “a prime orientation to common goals and objectives.”

- **Neutral vs Emotional.**

This dimension allows us to understand how people express their emotions. Neutral refers to those who have difficulties in expressing their emotions and have the tendency to hide them. On the contrary of those who are emotional, who express themselves with spontaneity and accept showing their emotions. (Trompenaars, F, 1996)

- **Specific vs Diffuse.**

For specific cultures, work and family life are two separate things, and relationships do not have impact on their objectives or results. Diffuse cultures balance personal and private life, and good relationships are important for them. (Trompenaars, 1996)

- **Achievement vs Ascription.**

This dimension reveals how people view status in term of hierarchy. It measures the tendency to acceptance of status in society. (Trompenaars, 1996)

- **Time orientation.**

Trompenaars combines his research with Hall’s interpretation of time in this dimension. He links time and strategy. “Does strategy focus on the near future or is the extended future, like the coming decades, the main perspective” (Trompenaars, 1996, p.63) This dimension allows to understand how people manage time.

- **Internal vs External control (Subjugation).**

This dimension explains how people relate to their environment. Trompenaars explains what the relationship between man and nature is, if they are subjugated to the nature or not. (Trompenaars, F, 1996)

1.3.2.4 Lewis’s model

Lewis' model is based on his own personal experiences within multiple national cultures and observations and accumulated knowledge over decades. (Ott, 2014) He classified countries according to three categories called "dimensions of behavior" (Lewis, 2019)

- **Linear-active**

Linear active are task-oriented; they do one thing at a time and need to plan everything. Their lives are ruled by organisation and time optimisation.

- **Multi-active**

Multi-active are ruled by their emotions and grant importance to family values, relationships and feelings. They do not have the same vision of time that linear-active do, and are able to do multiple things at the same time, with a strict organisation.

- **Reactive**

Reactive are used to staying in the background and are good listeners. They have difficulties to initiate actions and are good observers. Indeed, they adapt to the situation and act not to hurt anyone.

In Lewis's model, some countries are classified as totally linear-active, multi-active or reactive while others can be placed in the middle or more or less towards one or the other (Figure 3). This does not mean that Lewis was not able to classify them, it means that countries' behaviours have some of both characteristics.

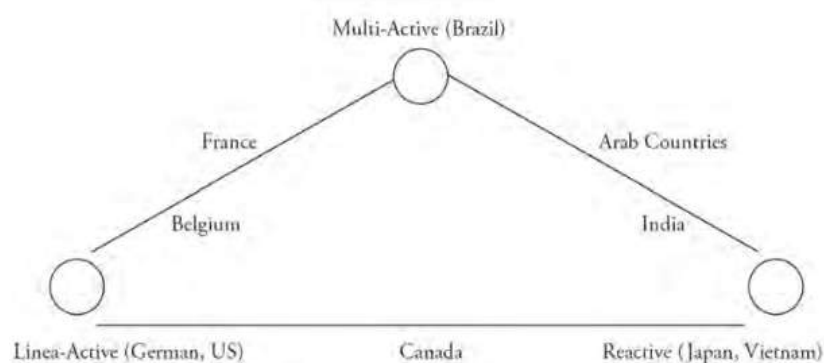


Figure 3: Cultures' profiles: linear-active, multi-active and reactive

Source: Ott, 2014, p. 100

These models have been created according to experiences and research and are not considered as exact-science. Nevertheless, the combination of different models and

perceptions allow us to understand and classify behaviours and characteristics of a country. Those tools have been helpful particularly companies which have to deal with interculturality.

1.4 The impact of interculturality on marketing strategies

1.4.1 Concept and role of marketing

Since the industrial revolution, the word *marketing* has evolved a lot. In the beginning, it was included in the general term of “sales”. (Richard, 1965) It is an American term coming from the word market that is to say, the meeting point of the supply and demand. (Joly, 2009)

For Professor Santon (1964 *as cited in* Richard, 1965), “Marketing is a total system of interaction business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customer.”⁹ (p. 461)

Marketing became an “applied behavior science” that is to say a tool which allows to understand the buyer and the seller involved in a market of goods and services. (Kotler, 1972)

For Kotler & Keller (1967), Marketing is a human activity oriented towards the satisfaction of needs and desires with exchanges. In 2007, the American Marketing Association (AMA) (Marketing News, 2008, p.28) settled on a new official definition of marketing: “Marketing is the activity, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have values for customers, clients, patterns and society at large.”

There are three main factors which have contributed to marketing development :

- The constant ascent in the customer’s payment beyond what is vital for the fulfilment of his essential needs, which gives him greater freedom of decision.
- The increase of one’s educational level which causes the refining of costumers’ needs and tastes.

⁹ Free translation of the Author. In the original “Le marketing est un ensemble d’opérations commerciales interdépendantes destinées à concevoir des produits et des services, à en établir les prix, à en assurer la réclame et la distribution en vue de satisfaire les besoins de clients actuels ou futurs ». Santon (1964 *as cited in* Richard, 1965, p.461)

- The excessive production capacity that companies have. (Richard, 1965)

In other word and according to marketing definitions, the aim of the marketing and the creation of marketing strategies is to know its own public in order to adapt the product and the way of communication to know how to influence them to buy. (Gallopel-Morvan, Birambeau, Larceneux & Rieunier, 2008). Varadarajan (2009) has defined the marketing strategy as “an organization’s integrated pattern of decisions that specify its crucial choices concerning products, markets, marketing activities and marketing resources in the creation, communication and/or delivery of products that offer value to customers in exchanges with the organization and thereby enables the organization to achieve specific objectives.” (p. 119)

Moorman & T. Rust (1999) explain that “a firm's market orientation is undeniably important, the marketing function should play a key role in managing several important connections between the customer and critical firm elements, including connecting the customer to (1) the product, (2) service delivery, and (3) financial accountability” (p.180) The function of marketing contributes to a company’s success; that is to say, a financial performance, a customer relation and the entry of new products. The role of marketing is to create a strong link between costumers and products just like marketing creates a link between costumers and service delivery. Haeckel (1997 *as cited in* Moorman& T. Rust, 1999) has stated that “ Marketing’s future is not a function of business, but is *the* funtion of business.” (p. 180)

Definition and the roles of marketing are developed in this part because is a complex science. In order to understand the development of new global marketing strategies it is important to comprehend the marketing concept. As an intern in marketing and communication, it was necessary to understand marketing stakes and role. Moreover, the initial project of the internship was to develop the company image but also sales, and as expalined in this part, marketing represents a real support in the sales activity.

1.4.2 Development of global marketing concept

In the past, during the 1980’s, J.Baker (1985) explained that “global marketing has been praticed for many years by many smaller countries particulary those which depend heavily upon international trades.” (p. 149) According to Jamal (2014), globalisation has played a major role in this process because it has opened new markets and new

opportunities. “The globalisation process has forced business to become more sophisticated” (p. 69).

Thus, global marketing consists of finding and fulfilling worldwide costumers’ needs better than the competition and finding solutions to be able to adapt to pressures of the global environment. Companies have to develop strategies by the understanding of similarities and differences of cultures and markets. (Hollensen, 2011). Keegan (1989 *as cited in* Bradley, F, 1991) has made the distinction between domestic and global marketing explaining that the differences between the two are the national environment, the company’s organisation and strategies settled in different national markets. For Fayerweather (1982 *as cited in* Bradley, 1991) has settled that “the dominant actor in the international marketing process is the firm which has permanent operations in two or more countries with businesses that cross national border” (p.3) According to Bradley (1991) “International marketing means identifying needs and wants of customers in different markets and cultures, providing products, services, technologies and ideas to give the firm a competitive marketing advantage, communicating information about these products and services and distributing and exchanging them internationally through one or a combinatoon of foreing market entry modes.”(p.3)

1.4.3 Cross-cultural marketing and settlement of new strategies

1.4.3.1 Cross- cultural marketing strategy

Nowadays, the influence of culture on the act of purchasing is completely recognized. (Dubois, 1987). For years, researchers have been debating on the question of adopting standardization or adaptation strategies, without finding which strategies are better to deal in international markets. The choice of the pertinent marketing strategies both at the national and international level is the key to success. (Hussain & Khan, 2013) According to Hill (2002, *as cited in* Hussain & Khan, 2013), companies which get involve in international markets will face two types of competitive pressures :

- The pressure of cost reduction
- The pressure to respond to the local demand

These competitive pressure actually represent two types of international market integration that must be considered. (Bradley, 1991)

Indeed, during the internationalisation process, firms establish marketing and sales strategies taking into account multiple factors in order to know if the product or service must be adapted or not. Hollensen (2011) has defined the the cross-cultural marketing strategy according to different key concepts which are:

- **Coordinate marketing activities** : Implement and integrate marketing strategies across global markets that suggest centralisation, delegation, standardisation and local responsiveness.
- **Find global customer needs** : Understand similarities and differences between customer groups across countries by carrying out international marketing researches and market segments analyses.
- **Satisfy global customer needs** : That is to say the adaptation of products and services and elements of the marketing mix¹⁰ to match the clients' needs.
- **Being better than the competition** : Evaluating, controlling and responding to the global competition “by offering better value, low prices, high quality, superior distribution, great advertising strategies or superior brand image.”(p.20) (Hollensen, S, 2011)

1.4.3.2 Standardization versus adaptation/differentiation

One the company decided to internationalize, the first question concerns the product or service modifications that may or may not be needed. “A firm has four basic alternatives in approaching international markets: (1) selling the product as is in the international market-place, (2) modifying products for different countries and/or regions, (3) designing new products for foreign markets, and (4) incorporating all the differences into one flexible product design and introducing a global product. (Czinkota & Ronkainen, 2006, p. 328)

¹⁰ The marketing-mix is a tool used to define a marketing strategy. According to Borden (1984) marketing-mix makes reference to four elements which are : the product, the price, the place and the promotion. There are these four elements which will be considered, changed or not in the cross-cultural marketing strategy by companies. According to Johansson (2009) “the first step in global marketing strategy is to define the segments to be targeted and the product positioning to pursue.” (p.371)

Table 9: Standardisation versus Adaptation

Factors encouraging Standardization	Factors encouraging Adaptation
<ul style="list-style-type: none">- Economies of scale of production- Economies in product R&D- Economies in marketing- “Shrinking of the world marketplace/economic integration- Global competition	<ul style="list-style-type: none">- Different usage conditions- Government and regulatory influences- Different consumer behaviour patterns- Local competition- True to the marketing concept

Source: Adapted from Czinkota & Ronkainen (2006, p.328)

1.4.3.2.1 Standardisation concept

Medina & Duffy (1998) have defined standardisation as “the process of extending and effectively applying domestic target-market-dictated product standards tangible and/or intangible attributes to markets in foreign environment” (p.228). Standardisation allows to companies to save money in their internationalization process. (Hussain & Khan, 2013) in terms of production, research and development and marketing strategies. (Table 9) For Bennet (2008), companies which opt for the strategy of standardisation will only develop one universal product for all markets where appropriate, i.e., where:

- The product will be able to satisfy the international market because the need is the same.
- The after service sale can be standartize.
- A cultural adaptation is not necessary because a large market exists across the world.
- The international product has a strong brand image

1.4.3.2.2 Adaptation/differentiation concept

On the contrary, adaptation or differentiation involves the modification of the products or services by changing some points of the marketing mix strategy. For Medina & Duffy (1998), adaptation is “the mandatory modification of domestic target market – dictated product standards – tangible and/or intangible attributes – as to make the product suitable to foreign environmental conditions.”(p. 231)

Bennet (2008) has noted that companies which internationalise have to make a decision regarding their strategy in terms of products and which changes are required according to the market's requirements. For him, the product adaptation will be necessary if :

- Significant differences exist in consumer needs and wants;
- They must distinguish their products because the competition is harsh;
- The host country has requirements about packaging, legal issues and technical issues;
- Factors such as the living conditions, climate, customers' ways of life and standards of living have an impact on the strategy choice of adaptation.

Adaptation requires a good financial stability of the company because an investment in products and markets is necessary and, in most cases, they have to develop new ones. Moreover, the company must also invest in people who are allowed to manage and understand different cultures in different political regimes. The good knowledge of markets, customers' behaviors and products are the key to success for a company who chooses this strategy. That is to say, the company has to know how to satisfy customers needs in each foreign markets. (Bradley, 1991) The influence of government regulations and customers' behaviours and needs represent a major challenge in this strategy. (Table 9)

1.4.3.2.3 The "glocalization" concept

A choice has to be made by companies between standardisation or adaptation. Some of them may choose to balance these two concepts by adapting standardisation, which is referred to as glocalization by Hollensen. (2011) He has defined the glocalization as "the development and selling of products or services intended for the global market, but adapted to suit local culture and behavior. (Think globally, act locally)" (p.21). He refers to the adaptation strategy but his idea is to combine "the two extremes in global marketing, globalization and localization". (Hollensen, 2011, p.21)

Figure 4 extends this idea of equivalence because "glocalization" represents the balance between a total standardization strategy and a total differentiation strategy.



Figure 4: The glocalisation framework

Source: Adapted from Hollensen, S, (2011, p. 20)

Bradley (1991) has pointed out that there is a degree of standardisation especially in the core service field. “Core services that are sold globally are more likely to be standardized than customized. The degree of standardization possible in core services depend largely on the extent to which the service is ‘people-based’ or ‘equipment-based’”(p.128) Czinkota & Ronkainen (2006) also insist on that even large and worldwide well-known companies have made some product changes in order to suit with foreign markets. “What is important is that adaptability is built into the product around a standardized core.” (p.330)

Cross-cultural marketing strategies are based on product or service changes but, in some cases changes only concern the communication strategy because the product or the service cannot be changed. Indeed, the internship has demonstrated this reflection because products for industrial and logistics needs such as shelving, handling machines, charging rack, cleaning machines and dock equipment cannot be changed, at least in Europe. Each product has a European certification that proves that the product can be used and sold because it respects European regulations. What is important in term of strategy, in this case, is to promote the product in line with the culture, habits and values of a country. For instance, if a forklift truck is used in a logistic platform in France, it

could have another usage in another country and the promotion of the product will be different.

CHAPTER II – THE HOST INSTITUTION

This chapter is divided into two main parts and it presents the host institution. First of all, it starts by presenting the entire the company. The first part will also explain the link between the host company and “interculturality”. On other hand, the second part analyses of the company. That is to say, the market, the competitors of the company and the environment.

2 The Host Institution

2.1 The host company

The host company, SEBRAMAT is specialized in logistics and industrial materials.

2.1.1 Presentation of the company¹¹

SEBRAMAT is a fledgling company created in 2017 by Mr Sébastien BRANDT. After more than 10 years in different renown companies in this work area, Mr BRANDT decided to create his own company. Indeed, he had worked for a handling machine company and a shelving company that’s why he wanted to gather all those activities in addition to load supports, cleaning machines and dock equipment in order to offer a global solution.

SEBRAMAT is a company specialised in materials for logisticians, manufacturing, mass retail and the agriculture sector. The company is located in the North of France, in Ruitz. The activity is divided into five main categories: shelving, handling machines, load supports, cleaning machines and dock equipment.

2.1.2 Turnover and evolution

Created in 2017, the company never stopped evolving. The first year, over a period of four months, the company realized a turnover of €80,000. At this time, Mr Sébastien BRANDT, the CEO, was the only employee within the company. From 2017 to 2018, the company multiplied its turnover by 5 and from 2018 to 2019 by 4. This impressive evolution motivates the team and SEBRAMAT’s objective is to reach €1 million by 2020.

¹¹ All the information about the company was extracted from an interview with the CEO, Mr Sébastien Brandt.

2.1.3 The team

Mr Sébastien BRANDT is the chief executive officer (CEO) of the company. He is in charge of the company's management and the commercial part. He meets clients in order to sell products, and suppliers to negotiate prices. Mr Simon Montel is the sales representative of the company. His week is divided in two; some days he does market research and the other part of the week he is in charge of offers and costs estimates. Marlène Briquet joined them in January with the aim to develop the communication on social media, improve their marketing tools and the web site (Figure 5).

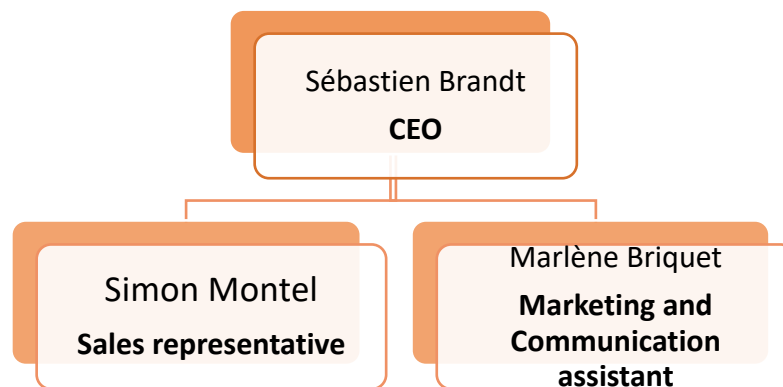


Figure 5: Organisation chart of the company SEBRAMAT

Source: own

2.1.4 Products and services

The activity of the company is divided into 5 main areas: shelving, handling machines, charging rack, cleaning machines and dock equipment. SEBRAMAT is not the manufacturer but the distributor of all those solutions. In terms of shelving, SEBRAMAT does a detailed study and the installation. Most of the time, they work with industries and logistics platforms for major works and not small shipyards. Pallet trucks, pallet stackers and forklifts represent the handling machinery sold by SEBRAMAT, nevertheless they have a large range of products. SEBRAMAT has developed its range of load supports for all lines of business, that is to say, industries, logistics, farming sector and the hospital sector. They created an online store (www.sebramat-shop.fr) for all products they proposed but especially for that kind of smaller products which do not need a detailed study, such as shelving for instance. Cleaning machines such as, cleaner, street sweeper, high pressure cleaners and accessories are also available on the online shop. Dock

equipment implies technical knowledge that's why this range of product is not available on the online shop.

To understand the distribution of activities, Figure 6 compares what was sold by the company in 2019 and the beginning of 2020.

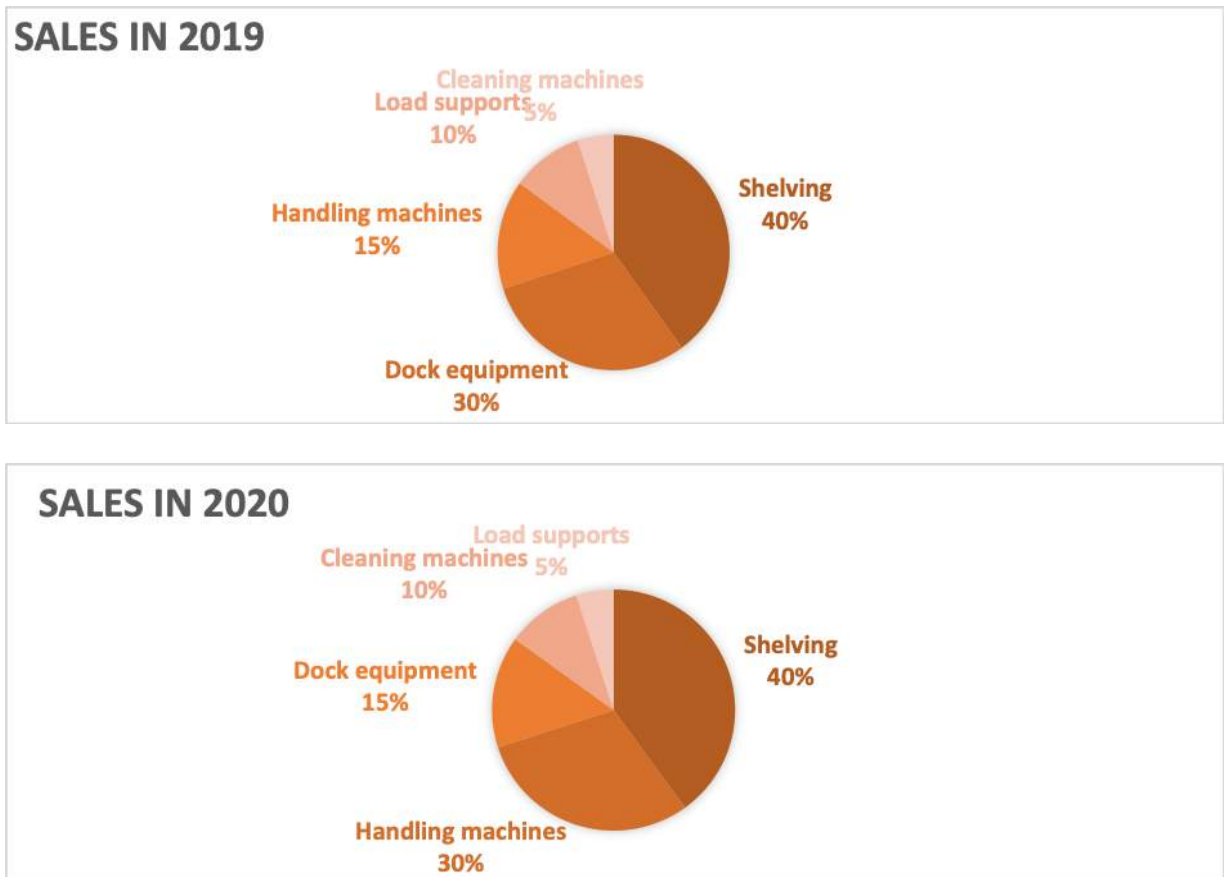


Figure 6: Sales analysis by sectors of the company SEBRAMAT.

Source: own

The repartition of each sector has been made by taking in account the turnover made and not the quantity of products sold. Figure 6 above show that shelving represents and remains the solution that is most sold by SEBRAMAT. It represents its main activity. On the other hand, handling machines, dock equipment, cleaning machines and load support, sales differ from one year to the next.

2.1.5 Targets of the company

Most of the time, business is made with industries or logistics platforms. SEBRAMAT's targets are also farming sectors, hospitals and rarely small and micro business for small supplies.

SEBRAMAT only works with professionals; in other words, they work in Business to Business (B2B) sales model.

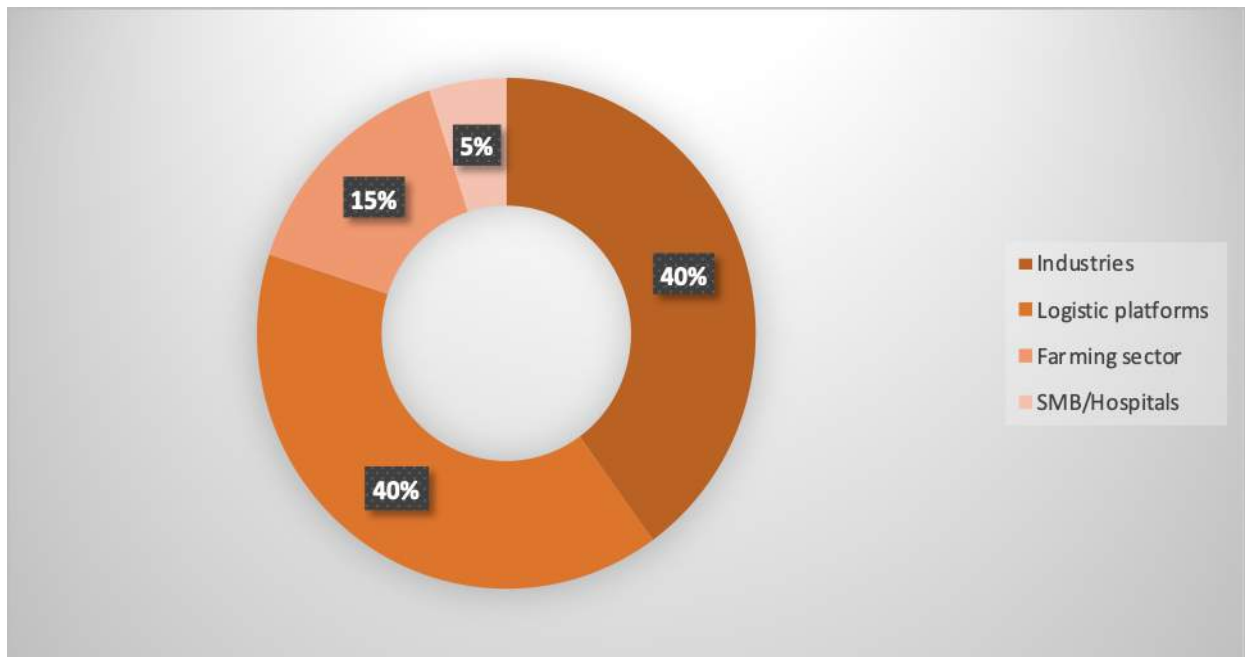


Figure 7: Sales repartition according to business area.

Source: own

Figure 7 illustrates the repartition of sales made by the company between business areas. Most of the time, SEBRAMAT finalizes sales with industrial or logistics coordinators. However, some sales are made with farmers or small and micro businesses.

2.1.6 The internationalisation of the company SEBRAMAT.

2.1.6.1 Intercultural management concept

Nowadays, the internationalisation of small and medium size company is a key which allows its own economic development, but also, enables a global economic growth. (Jaffe & Pasternak, 1994).

Wanting to expand its range of product and services, the company SEBRAMAT has had to adapt and find foreign suppliers. Moreover, foreign clients come to the company.

At the present time, working with Spain, Portugal and Netherlands, SEBRAMAT has to adapt its communication and ways of negotiating to each target country. Indeed, dealing with foreign countries requires knowledge, namely regarding intercultural management

to understand why behaviour or decisions could be different. That is why researchers wanted to deeply comprehend the concept of intercultural management and understand the success or the failure of some entrepreneurs or companies and relate to how a person can adapt in an intercultural environment. (Trompenaars, 1997)

As explained in chapter one, multiple models have been created by researchers which allow to understand differences that could exist between different countries.

The Models studied in this chapter are Hofstede's model and the Lewis model because they enable a deep understanding of the professional behavior of a country. On the other hand, the Lewis model focuses on three main dimensions (linear-active, multi-active and reactive). All conclusions made in the section that follows about behaviours of foreign suppliers and clients are based on a scores and dimension study using these models, and also, according to my personal experience. Indeed, during my third year of bachelor's degree, I had the possibility to do an internship and work with multiple nationalities. This experience allowed me to understand that although researches and models try to standardise behaviours, recurrent differences exist within a country or a society. It is the mixing of theories and personal experiences that have allowed me to identify on differences between France and other countries.

2.1.6.2 Foreign suppliers and clients

2.1.6.2.1 France case

SEBRAMAT is a French company dealing with other countries in Europe. Before studying Spain, Portugal and Netherlands business habits, we have to consider what are habits of French companies. Therefore, Spain, Portugal and Netherlands will be analysing.

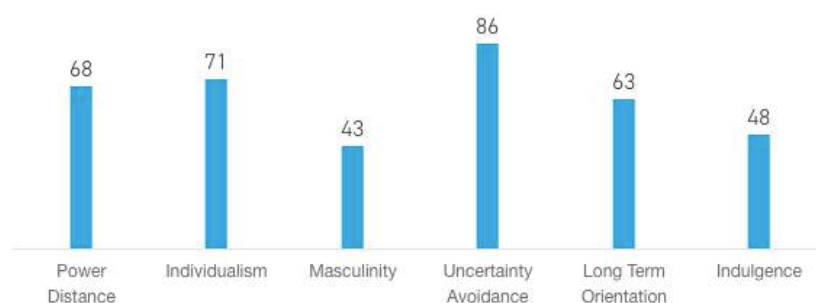


Figure 8: Six dimensions scores for France¹².

Source: Hofstede, G. (n.d.)

A score of 68 shows that power distance still leaves a mark in France. This score represents a noticeable hierarchy within a company. Even if it is not generally the case, in most companies, especially large companies, the CEO and directors are generally busy and communicating with them could be very difficult.

With a score of 86, French society has a high score of uncertainty avoidance. This score means that French people do not like surprises, and they need structure in their work. Transposed to the business world, meetings and negotiations have to be prepared in advance. They also tend to respect regulations and rules.

A score of 63 for the long-term orientation dimension shows that France has a certain confidence in the future. French people have no problem investing or saving money. A long-term orientation higher than 50 also points out that French are able to adapt to traditions.

To conclude, doing business with French people could be easy by adopting certain rules. They can be relatively relaxed if everything is prepared and rules are respected. To have the chance to deal with the CEO could be a long-term work but not impossible. It is also easier to reach the CEO in small and medium size business.

As with France, power distance index, uncertainty avoidance and long-term orientation were taken into account for Spain, Portugal and Netherlands.

¹² <https://www.hofstede-insights.com/country-comparison/france/>

2.1.6.2.2 Foreign suppliers

2.1.6.2.2.1 Spain

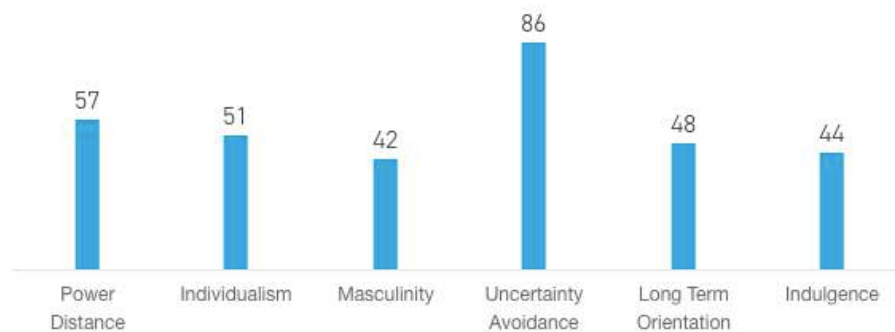


Figure 9: Six dimensions scores for Spain.¹³

Source: Hofstede, G,(n.d.)

As the graph (Figure 9) demonstrates, with a score of 57, Spain has a lower score than France for the power distance dimension. They also have a hierarchical society.

For the uncertainty avoidance, Spain has the exact same score as France (86). They also like rules and a certain structure in their work. Changes are avoided because they represent a source of stress.

In term of long-term orientation, Spain, with a score of 48, has an intermediate score. They like to see quick results but also need rules and regulation. Even if the score is lower than the French score, these two countries do not seem to have no real difficulties doing business, according to the results of the graph shown.

¹³ <https://www.hofstede-insights.com/country-comparison/spain/>

2.1.6.2.2.2 Portugal

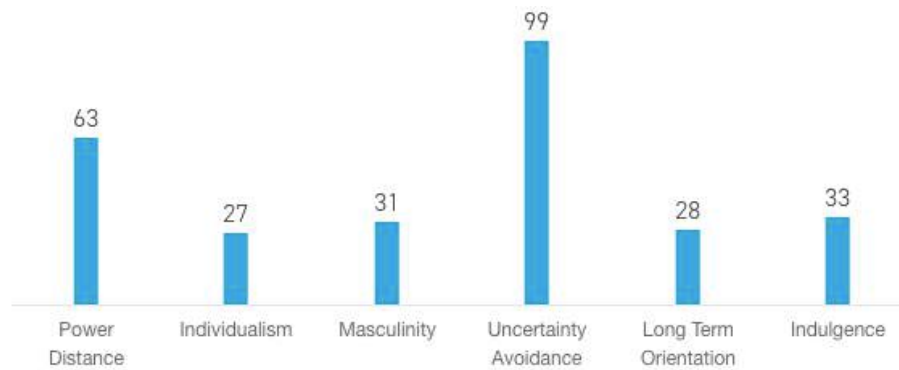


Figure 10: Six dimensions scores for Portugal .¹⁴

Source: Hofstede, G (n.d.)

Portugal has a slightly lower score than France (63) for the power distance index (Figure 10). Society and company are structured by hierarchy.

With a maximum score of 99, the uncertainty avoidance dimension defines Portuguese culture very deeply. Portuguese do not accept uncertainty; it is important for them to follow all the rules and do not get off the beaten track. Time is money and they are used to working hard to obtain what they want, especially with trades.

A low score of long-term orientation, 28 for Portugal, also highlights the fact that Portuguese want fast results and are attached to traditions. This score shows that the belief in the future is not justified and they are not used to saving money for the future and want quick results.

With a tendency to be more flexible on traditions, France may not understand why Portuguese are attached to traditions. Nevertheless, as countries which have a particular affinity with rules, they have the same way of doing business and negotiating.

¹⁴ <https://www.hofstede-insights.com/country-comparison/portugal/>

2.1.6.2.3 Foreign clients

2.1.6.2.3.1 Netherlands

The company SEBRAMAT do not only have foreign suppliers but the company can have foreign clients. For instance, during my internship, SEBRAMAT has have a construction site opportunity in Netherlands.

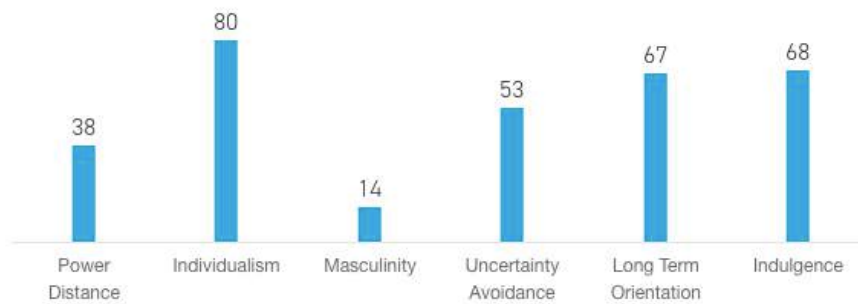


Figure 11: Six dimensions scores for Netherlands.¹⁵

Source: Hofstede, G, (n.d.)

Power distance index score for Netherlands is lower than the France score with 38 (Figure 11). Dutch style management is recognized today in the business world today. Dutch tend to be independent at work; hierarchy exists but rights are equal within a company and superiors are as accessible as employees. Power is in the hands of everyone and manager can made decisions without the agreement of the head figure.

Netherlands has an intermediate score for the uncertainty avoidance index, with a score of 53. Dutch people are known the be hard worker. Punctuality and precision are required during professional meetings.

In the case of the Netherlands, the score of the masculinity is important to consider because a low score of 14 indicates that Dutch appreciate consensus in professional life. Long negotiations and compromises are made to resolve conflicts.

¹⁵ <https://www.hofstede-insights.com/country-comparison/the-netherlands/>

With a score of 67 in the Long-term dimension, Netherlands is part of the societies with a pragmatic orientation. Dutch people have the ability to adapt easily to traditions and culture. They also believe that good results are based on investments and persistence.

Only three dimensions have been developed in this chapter: power distance index, uncertainty avoidance and long-term orientation and masculinity for Netherlands. These dimensions allow us to understand differences and similarities that may exist between different countries.

In reference to the Lewis Model triangle (Ott, 2014, p. 100):

- Netherlands is considered as a linear-active culture.
- France is between linear-active and multi-active but with a tendency to be closer to multi-active.
- Portugal and Spain are multi-active.

In comparison with the theory of Hofstede's theory, results seem to be coherent. France, Portugal and Spain, with a tendency to be multi-active cultures, have similarities even if remain. On the contrary, The Netherlands, which presents more contrasts with France is qualified as a linear-active culture/country.

After analysing the score results of France, Spain, Portugal and Netherlands, they reveal there may be more similarities than differences between these countries. The ways of proceeding in term of negotiations and doing business are structured because all of these countries tend to strictly respect to the letter rules and regulations. Each of them appreciates organization and prepared meetings. However, southern European countries as Spain and Portugal have a tendency to be more attached to traditions than France.

Nevertheless, differences between France and Netherlands are more noticeable. In fact, in term of power distance, France has a score of 68 against 38 for Netherlands, hierarchy is more noticeable in France than in Netherlands. For instance, during negotiations, French negotiators could be startled if a Dutch employee or a manager makes an important decision without consulting his/her boss.

A link can be established between those two models because in comparison, scores of Portugal and Spain, according the Hofstede's model highlights that they are cultures

which attach importance to traditions and people, which is one of the main characteristics of multi-active societies. The Netherlands, according to its Hofstede's score, tends to be more work oriented and needs to plan, which is the main character of linear-active societies. On the contrary, France is situated in the middle, between linear-active and multi-active according to the Lewis model, which is perfectly matched with Hofstede's score. Indeed, being in the middle, France can have the abilities to deal with linear-active and multi-active societies.

To conclude this part, with an open-minded behaviour, global negotiations and trading are possible. Intercultural management theories give us insight to comprehend behaviours and culture. Doing some research on culture could be a real advantage for companies which work and negotiate with foreign suppliers or clients.

2.2 Analysis of the company

Studying and understanding the environment and the competition of the company is important for the development of the company's strategy. Indeed, nowadays, people tend to opt for cheaper products or services which are, most of the time, foreign products or services. By understanding and analysing different factors, a company can initiate action to compete and keep its market shares. Moreover, even if regulations are, in most cases, the same within Europe, differences could exist, and the knowledge of environmental factors is essential. Then, the company has to know its own strengths, weaknesses, opportunities and threats if it wants to conquer foreign markets because it will be more difficult to convince foreign clients and self-confidence is required.

2.2.1 Competitors and Porter's five forces analysis

Competitors of a company are divided into two: the direct competitors and the indirect competitors. Direct competitors represent companies which are selling the exact same services or products. The indirect competitors are companies that offer different products and services but companies which are likely to meet the needs of clients or targets of the company.

2.2.1.1 Direct competitors

SEBRAMAT's direct competitors are the material distributors of each sectors, that is to say distributors of shelving equipment, handling machines, charging rack, cleaning machines and dock equipment. But manufacturers are also considered direct competitors for the company. During negotiations, manufacturers can obtain information about the customer and contact them to suggest the same service at a better price. Having created some trust between manufacturers, SEBRAMAT does not consider them as real competitors, most of the time they work together.

2.2.1.2 Indirect competitors

The company is required to call on other companies for subcontracting services or maintenance, which can also offer to customers the same services as them. For instance, for the maintenance of handling machines, SEBRAMAT is required to call on another company which is also selling handling machines. During the maintenance visit, this company can talk about its activity to the customer and try to entice the customer to change companies.

New online shops, where anything can be found, can also represent a threat for SEBRAMAT. Nowadays, lots of purchasers are looking for the best deal and are ready to buy materials which are cheaper on a website, which may not be serious. In fact, multiple websites appear to sell many professional items, but they are, in fact, daily life products.

2.2.1.3 Porter's five forces analysis

According to the Porter's model (Porter, 2008) long-term attractiveness results from the joint action of five factors: the threat of new entrants, the bargaining power of buyers, the bargaining power of suppliers, the threat of substitute and the rivalry.

Roots of competition do not only depend on the rivalry that could exist between companies. Competition needs to be tacking in account in its entirety to make profits that is to say, include all competitive forces. The study of these five aspects allows to

understand the competitive atmosphere within an industry and how to define it. (Porter, 2008)

That is why, Porter's five forces model was applied in order to deeply analyse the competitive environment of the company (Figure 12). Indeed, in this field of activities, that is to say shelving, competition is an element which must be studied in order to maintain a good position in the market.

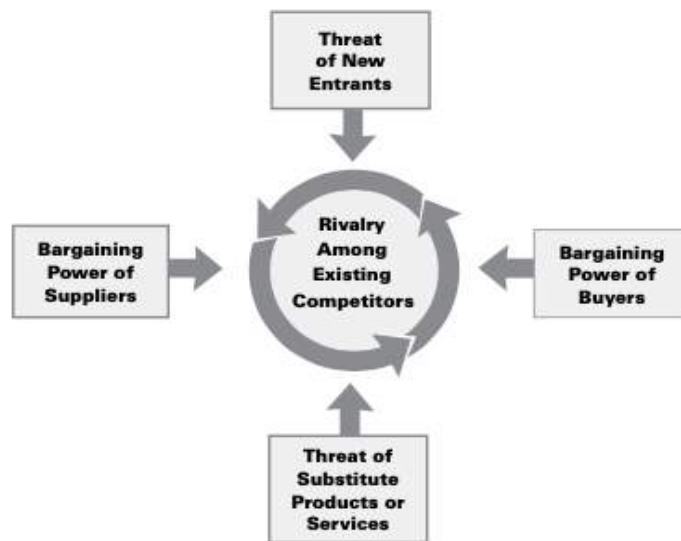


Figure 12: The Five Forces That Shape Industry Competition

Source: Porter (2008)

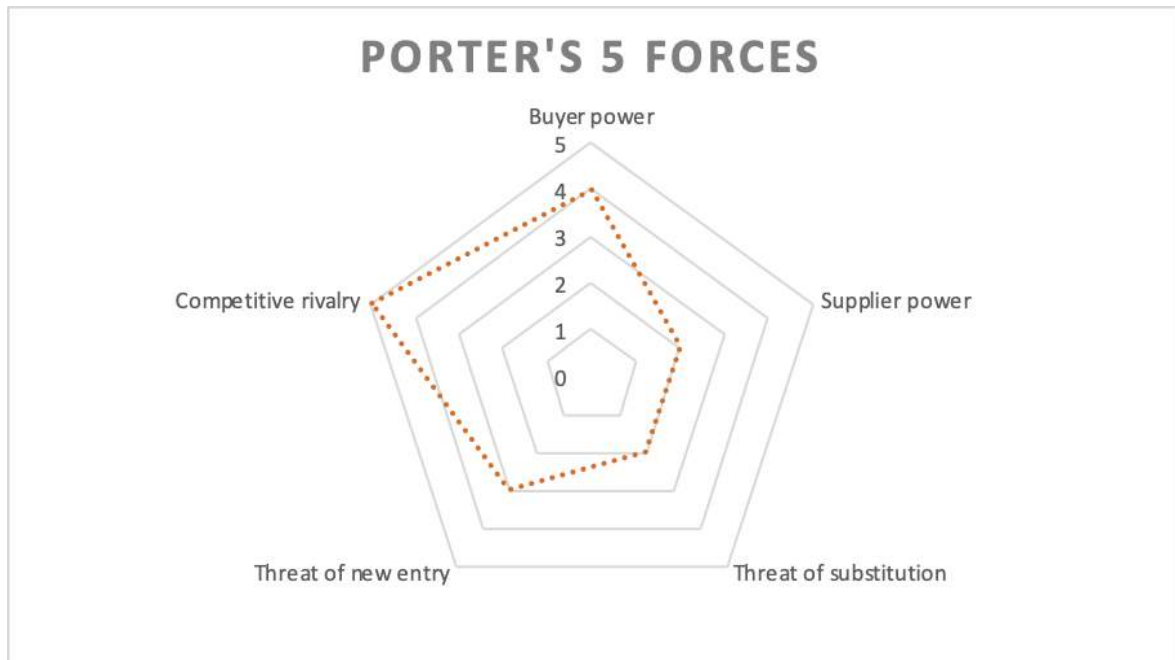


Figure 13: SEBRAMAT's Porter analysis.

Source: own

The Five Porter's forces analysis of the company SEBRAMAT was made after an interview with the CEO, Mr. Brandt, and the sales representative, Mr. Montel (Figure 13)

- ***The buyer power: 4/5***

For the major part, SEBRAMAT's clients are huge industries, logistic platforms although the company works to a very small degree, with small and medium business too. In this world, the buyer power is real. At the time of the construction of a building or simply materials renewal, clients are continuously looking for the best and cheapest solution.

In the case of a new building, every field of activity is divided by batches and the project manager decides of everything and prefers to work with companies that he knows and does not to call other companies. Negotiations can be rude because of this loyalty between the project manager and companies, but also because of the size of SEBRAMAT. In fact, SEBRAMAT is a small and new company working against huge companies, which are completely specialized in one field of activity. Most of the time, companies and project managers can feel safer with experts and larger companies.

For companies which are renewing their materials, there is also exists this loyalty between them and their suppliers. Buyers can pressure to other suppliers in order to have better prices.

In other words, buyer power is a condition to take into account because during the negotiations part of an affair, companies have to be ready for rude negotiations with buyers because they are looking for the best deal.

- ***The supplier power: 2/5***

Generally, SEBRAMAT is contacted by suppliers in order to distribute their products in an area (for instance north of France). Working with multiple suppliers, SEBRAMAT is free to work or not to work with them. Most of the time, it is SEBRAMAT that is negotiating with suppliers and not the opposite.

SEBRAMAT is also working with foreign companies, mainly in Spain and Portugal. The company represents the intermediary between them in France because it is easier for them to sell foreign products by a French company. As the representative, suppliers are generally generous with SEBRAMAT and give them the freedom to choose prices without negotiations. Moreover, the company has good relationships with suppliers which allows it to gain advantages and discount on material prices. With an heterogenous clientele, SEBRAMAT has also made the decision to work with multiple suppliers which have different products quality in order to satisfy all clients and respect everyone's budget.

Nevertheless, the competition still exists between the company and some suppliers which can sell directly their products without any help from a distributor such as SEBRAMAT.

- ***Threat of substitution: 2/5***

As specific and technical products, the threat of substitution is meagre. The company brings a service to another company which demands specific products.

Nevertheless, the threat of substitution can be more or less important depending on the countries. In fact, some countries will attach more importance to people and tend to preserve human staff over machines. On the contrary, for efficiency or costs controls, companies do not hesitate to replace thousands of employees by machines or robots. Once again, these decisions can be linked to the concept of culture because, according to countries' past and the importance placed on the human labour force, the debate on whether to substitute humans for machines varies.

- ***Threat of new entry: 2/5***

Markets of shelving, handling machines, load supports, dock equipment and cleaning machines are constantly growing. The number of online shops is also increasing offering cheap prices products. However, as technical professions, it is complicated for a beginner to start a business because in-depth knowledge is required. That’s why the threat of new entries is meagre.

- ***Competitive rivalry: 5/5***

Competition is rude in this business sector. It is important to take into account that SEBRAMAT is a distributor of multiple solutions for industries. The company finds itself face-to-face with competitors of all these products. Moreover, with the improvement of business-to-business online shops (B2B), a new kind of competition arrives on the market. In fact, companies and distributors sell products cheaply most of the time with a low quality

2.2.2 Company’s environment, SWOT and PESTLE analysis.

2.2.2.1 SWOT analysis

“SWOT analysis is an effective framework for analysing the Strengths, Weaknesses, Opportunities and Threats of an organization that helps to address the effectiveness of a project planning and implementation.” (Sabbaghi & Vaidyanathan, 2004, p.5) Table 10 depicts SEBRAMAT’s SWOT analysis.

Table 10: SWOT analysis of the company SEBRAMAT.

SWOT analysis of the company	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Professionalism - Experience - Huge range of products - Complementary team - Technical nature 	<ul style="list-style-type: none"> - Small and medium size business (lots of demand and not always the time to study all cases.) - Payment period - Technical team subcontracted

<ul style="list-style-type: none"> - Turn over evaluate each year - Trade fair participation - Multiple market knowledge - Development of the corporate identity 	<ul style="list-style-type: none"> - Capacity to work only in a geographical area (North of France) - No communication budget
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - New regulations for shelving - Commercial prospection - Training course - E-commerce opportunities - Materiel renewal after the COVID.19 crisis - Possibility to enter on the national and international market 	<ul style="list-style-type: none"> - Strong competition - Pandemic situation

Source: own

- ***Strengths***

SEBRAMAT has multiple strengths which allows it to be well placed to compete on the marketplace. After more than ten years working within different companies, Mr BRANDT decided to create his own business. He waited to gain experience to advise his clients the best. He had the chance to work with huge and renown company that bring him experience, knowledge and professionalism. In this business sector, professionalism is the key because it demands technical knowledge in order to offer the best quality products and services.

When the company blew out its first birthday candle, Mr BRANDT hired Mr Simon MONTEL as sales representative. Even though Mr MONTEL was not from the business area before, he learnt very fast the particularities of the profession and became Mr BRANDT's right-hand man. These two professionals form an effective working group. They are a complementary team. For instance, when Mr BRANDT is in a commercial appointment, most of the time Mr MONTEL is at the office and draws up the quote immediately. Buyers appreciate this kind of professionalism and quickness. A turnover, which is constantly evolving, reinforces this idea of a company in good health.

Since its creation, the company has always made the effort to communicate about its services and products. To pay for communication made by experts is not within the grasp of small and medium size business, but SEBRAMAT knows to use free tools. Indeed, professional social medias such as LinkedIn represents a real opportunity for companies to communicate efficiently without a marketing and communication's budget. The company created a real strategy on social medias, and it helped it because in 2019 SEBRAMAT has traded thanks to social medias¹⁶.

- ***Weaknesses***

Small and medium businesses are not confronted with the same situations as large companies. Because of the lack of employees or time, small businesses and companies can miss out on affairs. But it is also a way to observe a healthy company because there are more demands. As a small and medium business company, SEBRAMAT faces these difficulties. Payment periods put the company in a difficult position. Most of the time, SEBRAMAT has to pay suppliers upfront and buyers and clients' payments are often late.

Even though the company has developed a communication strategy on social media, it is not enough to reach everyone. As SEBRAMAT can't finance advertising, the company loses visibility.

For most large companies, they have their own technical teams and have a direct communication with them. SEBRAMAT is obligated to go through a subcontracted technical team. A technical team represents an additional cost that the company cannot afford at the moment. Because of a lack of time and workforce, SEBRAMAT works essentially with the North of France even though interesting affaires could be won.

- ***Opportunities***

Multiple opportunities are available to SEBRAMAT. With the rise of European and national regulations for shelving, SEBRAMAT could turn to the control of maintenance activities, which represents annual contracts, most of the time. Moreover, after maintenance controls, new materials are required to match with regulations and, this creates an opportunity for SEBRAMAT to offer its products and create a certain loyalty

¹⁶ The information is based on the interview with the CEO, Mr. Brandt.

with customers with vouchers or discounts. In the business area of logistic and industry, customer loyalty is crucial because it allows to create exclusiveness and confidence. Word of mouth is also important in logistics and in the industrial sectors.

With the emergence of the internet, e-commerce is an integral part of our way of consuming today. SEBRAMAT has created its online store in order to facilitate some trades (for handling machines and load supports).

An opportunity that had the merit of being explored is market research and training course. With striking commercial documents and speech, reaching new customers is not impossible. Training courses allow a company to develop its knowledge and, at the same time, pad activities.

Gaining the national market is a real objective for SEBRAMAT. It could be a great opportunity, but the company needs one more employee.

- ***Threats***

Competition is rude and companies which offer products and solution for in logisticians and industrials must be professional and trustful. But, even if the competition is rude, the company has to build real confidence towards its customers. In 2020, all the world is confronted with a pandemic situation. Because of a contagious virus, states, including France, have declared the state of emergency putting the county in confinement, including companies. The quarantine has a real impact on the economy because most of employees cannot work, leading to a loss of turnover.

2.2.2.2 PESTLE analysis

The PESTLE analysis is a tool created in order to consider external factors that could have an influence and understand the impact of these factors. PESTLE analysis is mainly used to determine and sum up environmental influences. (Williams & Figueirido, 2011)

Table 11: PESTLE analysis of the company SEBRAMAT

PESTLE Analysis of the company	
Politics	
Economy	<ul style="list-style-type: none"> • Global and national crisis after the COVID.19 sanitary crisis.
Social	<ul style="list-style-type: none"> • Consuming evolution
Technology	<ul style="list-style-type: none"> • New technologies • Automation of shelving techniques • Electric handling machines • Social medias emergence
Legal	<ul style="list-style-type: none"> • European regulations • Security regulations for shelving and dock equipment
Environment	<ul style="list-style-type: none"> • New electrical handling machines • New regulations • Way of mind changings

Source: own

- ***Politics***

Politics have no impact on SEBRAMAT company in France.

- ***Economy***

The global and national crisis ring and after the COVID.19 situation will have a huge economic impact for a lot of companies. For instance, some budget could be reduced, leading a crisis.

- ***Social***

New ways of consumption could have an impact on SEBRAMAT company. Nowadays, people have the tendency to buy more on the internet, even industrial and logistic materials. These products are, most of the time, of low quality with prices that cannot be beaten.

- ***Technology***

Technological advances of the last centuries are considerable and directly influence on SEBRAMAT's work. In term of handling machines, technologies have evolved with the arrival of electric batteries. Load capacities have also changed, and are most important aspect nowadays in order to make easier the moving of heavy loads moving. Technological advances about electric batteries are not developed in France, but in Europe and Asia. Thanks' to international exchanges and knowledge shares between countries, French companies such as SEBRAMAT can offer this kind of technology to its clients.

Another major technological advance of the last centuries has been the internet and the creation of social medias especially professional social medias. When a social media is used in intelligently, it represents a goldmine for commercial development. LinkedIn, a social media created in 2003 in the Unites States is a community of professional who do not hesitate to share tips and exchange information about their activities. This social media allows companies to promote their business for free. Free communication is a considerable element for small and medium size businesses, which may not have financial means for huge advertising campaigns.

- ***Legal***

European and national regulations impose rules on checking shelving. Those regulations obligate the company to do checking regularly.

- ***Environmental***

Further to governmental decisions taken for climate engagement the past years, environmental factor has an influence of the activity of SEBRAMAT. Customers tend to choose eco-friendly products with electric batteries for handling machines for example.

Both analyses, SWOT and PESTLE, can help take advantage of the opportunities and develop new strategies thanks to the analysis of the strengths of the company. Moreover, these analyses allow to the company how to comprehend the threat of its weaknesses.

This chapter is divided into four parts in which I analyse my internship. Multiple tasks have been done during the six-month internship especially in marketing, communication and e-commerce. The first part will explain aims and the organisation of the internship, especially the new organisation due to the situation caused by COVID.19 and the confinement. The second and third parts describe all the marketing, communication and e-commerce tasks completed during the internship. Finally, the last part presents the association named PART'LOG, of which the company SEBRAMAT is a part, and the missions I carried out for the association.

3 The Internship

3.1 Aims and organisation of the internship

The aims and missions had been decided before the beginning of the internship with the work placement mentor with the validation of the thesis supervisor.

The internship explained in this report had a duration of 910 hours, that is to say, 26 weeks accomplished between the 6 January and the 3 July 2020. There was a weekly schedule of 35 hours, the same as a basic employment contract in France.

3.1.1 Aims and missions

The missions were divided into three main activities:

- Communication
- Marketing
- E-commerce

It was established with the company that the aims for the communication and marketing part were:

- Development of a communication plan for 2020. (Appendix VIII)
- Revision and creation technical specifications sheet. (Appendix III)
- Creation of digital or paper imageries in order to communicate better and make the company more prominent. (Appendix I)
- Creation of a brochure to present the company and help sales representative during negotiations. (Appendix V)
- Creation of a company video.

- Web-marketing: website management and optimisation
- Enrolment and preparation of trade fairs.

For the e-commerce part, the aims and tasks were:

- Actions for the sales development of the online shop.
- Adding new products and the creation of product information sheet. (Appendix XII)
- Crowd analysis.
- Creation of a new category: “current offers” which presents second-hand products.

In September, the company with the help of three others created an association of companies specialised in logistic and industry needs in order to be able to present an overall solution. The CEO of the company SEBRAMAT was named to be the president of the association PART’LOG. Missions for PART’LOG were also a part of the internship’s aims. The main goals established were community management. That is to say, the internship included the management of social medias and website by creating articles and also organising events.

3.1.2 Organisation of the internship

Aims and missions were multiple and multifaceted that is why a good organisation of working day was necessary. In order to stay well organized and complete all the tasks, days were divided in two or three. For instance, I would work on the communication or marketing task during the morning and work on web-marketing or online shop during the afternoon. Some days, PART’LOG tasks had to be incorporated into the plan of the day.

Thanks to weekly meetings, on Mondays or Fridays, planning of weekly tasks and objectives was simple. The creation of a to-do list was helpful to see what tasks had been done or not during the day of not. Weekly meetings also allowed us to do an update the progression of current projects and ask for help, if we found it was necessary. All the team worked together even when each employee had his/her own tasks. The CEO, Mr S.

BRANDT, usually organises twice a year, a one-day meeting in order to present the turnover realized and new objectives.

3.1.3 The teleworking experience and confinement situation organisation

In 2020, a unique situation took place in France and worldwide. Due to the COVID.19 pandemic, companies, shops and schools had to shut down. For some activities, teleworking was been set up. For an internship in marketing, communication and e-commerce, teleworking was not a problem, but organization was needed. For two months, the company SEBRAMAT continued to work but all the employees were at home. The CEO of the company, Sébastien BRANDT, planned meetings for every week in order to keep the team motivate and active during the quarantine. Even if the activities were slowed down, the company realized sales and the lockdown allowed the company to develop the online shop.

3.2 Marketing and communication activities

The internship was based on marketing and communication activities at the beginning but, during the internship, other tasks and responsibilities were assumed, especially in e-commerce.

3.2.1 Creation of the corporate identity

“The role of symbolism is now assigned a greater role and has grown from its original purpose of increasing organizational visibility to a position where it is seen as having a role in communicating corporate strategy.” (Riel & Balmer, 1997, p.340)

In order to professionalize the company’s image, it is important to create a corporate identity. Nowadays, a corporate identity is even considered essential to the development of the communication strategy.

The logo was already created by a graphic designer with two main colours: black and orange. A company logo represents a lot because it is the first thing that remains in mind of people when they are thinking about a brand or a product. The choice of the colour is

also essential because it will be etched into people's minds. That is why the logo of the company has been an important element in corporate identity and the style guide's creation. Indeed, all documents created during the internship followed the rules implement as two triangles black and orange at the right bottom of the page.

Moreover, when the website was created 2 years ago, the webmaster who have made it also designed a kakemono. An image was bought showing perfectly the activities of the company perfectly. This image has been reused in commercial flyer and catalogues. It was important to keep the colour codes and images already in people's minds, int the next phase, which was the creation of marketing and commercial documents.

3.2.2 Creation of marketing and commercial documents

A marketing manager has a global vision of customers' needs thanks to thoughtful analysis. (Webster, 1992) The role of marketing within a company is to help sales representatives sell and attract clients by clearing trust and quality.

Sales representatives must have access to tools such as sales brochures, flyers and business cards which represent the company during meetings in order to show a professional image of the company. But the marketing also is a part of the creation of technical specification sheets, PowerPoint presentations, videos and of the reflection around email campaigns for instance. It is not only about selling and attracting people, but to prove that the company is trustworthy, with a professional and clear explanation about its products or services. This is important in logistics and industrial sectors. Clients are searching for the best quality and they need to be reassured with a high quality and documented service.

As a young company, SEBRAMAT does not have a marketing department and are creating documents gradually, when documents were needed. For the CEO Mr Brandt, his objective in 2020 was to professionalize his company by hiring someone dedicated to marketing and communication.

- ***Flyers***

To help sales representatives during their market researches, especially by email for instance, a flyer has been created. The objective was to present all activities and services

sold and proposed by the company clearly. The image used on the advertising banner and colour coding has been put on the flyer to remind clients' of SEBRAMAT's identity. (Appendix I)

- ***Technical specification sheets and product information sheet.***

When a client or a potential client is interested in a service or a product, the first thing to do is to send a technical specification sheet or a product information sheet. A product specification sheet (Appendix II) is a simplified version of a technical specification sheet (Appendix III). Indeed, it only presents the principal advantages of the product without getting into specifics details, while the technical sheet explains precisely each technical characteristic, such as dimensions, weight, power or colour, for example. SEBRAMAT is a company specialized in shelving, handling machines, load supports, cleaning machines and dock equipment areas, which require detailed explanations.

For technical specification sheets and product information sheets, the same page setting has been used. The colour coding stays the same, that is to say orange and black, the title on the top of the page is underlined. The specific information about the company is referenced in a footnote with two triangles: one orange and one black. Those two triangles are almost on all company documents. These documents have an informative role and are always send with a cost estimate to allow clients to understand the product they buy.

- ***Catalogues***

The company SEBRAMAT has a diversified activity in different more or less technical areas. Indeed, the company is able to offer services in shelving (Appendix IV), handling machines, load supports, cleaning machines and dock equipment. Generally, when clients are requesting for services, they are not interested in all services. Catalogues gather the products and the varieties of a service.

Once again, colour coding and the image of the advertising banner have been used for the front cover, with the title of the service. These catalogues present all products in detail. Products are presented in a logical order, that is to say, from the lightest to the heaviest shelving solution, or from the smallest machines to the heaviest, for handling machines and cleaning machines.

- ***Business sectors brochures***

There are well-defined business sectors such as agribusiness (Appendix V), agriculture sector (Appendix VI), pharmaceutical industry (Appendix VII), which are the targets of SEBRAMAT. In order to help sales representatives when they are establishing contact with companies specialized in these business sectors, brochures have been created. These brochures present products which could be potentially interesting. Products are not presented in detail.

Mr Brandt has a good knowledge of these business sectors, which allows him to know which products are adapted. This kind of document is not compulsory, but it is a way to show clients that the company made the effort to create a specialized document for the business sectors, and most importantly, that the company has the knowledge and will to know how to advise.

- ***PowerPoint presentation***

After prospecting and convincing a potential client and before meeting him/her, a power point presentation is created. This form of communication is made only for important clients, such as large industrial group or a major logistics platform. During the time of the internship, two presentations were necessary. One for a national group of logistics platform, and another one for one of the biggest agribusiness in France. The preparation of the meeting would have an important impact on the final decision. This meeting was made for the company to convince and explain in detail that SEBRAMAT was able to propose the best solution for the client's demand.

The PowerPoint presentations enable the company to highlight that they have deeply understood the client's needs. Indeed, most of the time, a telephone contact is made, and the client explains why he is asking for the company's services or products. As explained before, the majority of SEBRAMAT's clients only needs products or services from one category: shelving, handling machines, load supports, cleaning machines and dock equipment. In this situation, a telephone call let SEBRAMAT know which solutions, services or products were to be presented in detail and showed to the client that the company was capable of meeting their needs.

- ***YouTube Channel***

Specialized business sectors need visual support to illustrate complex activities, such as the ones that are part of SEBRAMAT. Videos shows the best products and the solutions' specific features. In the most cases, since a direct demonstration is impossible, SEBRAMAT decided to create its YouTube channel:

<https://www.youtube.com/channel/UCSdcxMg9f6MKSPYxC-D7HRg> to put products and solution videos where everyone can have a free access to.

When clients are asking for more information, the SEBRAMAT team redirects them to the YouTube channel. It is a way for clients to see how the product works and imagine for themselves if it could be the best solutions for them.

I was in charge video editing and the management of the YouTube channel. Miniatures are created to standardize the channel; miniatures are considered profile pictures of a video. This picture is designed to attract clients or YouTube users to watch the video.

To date, there are only seven videos on SEBRAMAT's YouTube Channel. It demands a lot of work and it can be difficult to obtain contents. The most watched video is the one which present shelving and building protection, at the time of this report with 40 views.

3.2.3 Communication and web marketing activities

3.2.3.1 Social medias strategy and activities

The emergence of social medias has completely changed the marketing rules. Online communication is, from now on, accessible to everyone. Companies implement new strategies and create job dedicated to communication on social medias. Social media allows the company to have the largest web presence. (Neff, 2010)

Social media also represent free tools for a company unlike online ad campaigns. For a small and medium size company such as SEBRAMAT, there is not budget for these types of ads. On the other hand, the company has built a real strategy on social medias. The management of the social media accounts was one of the activities that I was responsible for during the internship.

At the end of each month, during a weekly meeting, the schedule (Appendix VIII) of a new post on social media was setting up. Before the arrival of the intern, the team decided

that the communication on social medias would be twice a week, on Tuesdays and Thursdays using LinkedIn and Facebook.

The posts' main themes were:

- The presentation of a complete construction in order to show what the company is able to do. (Appendix IX)
- The presentation of products, depending on the season. Mr Brandt selected the most sold products. (Appendix X)
- The promotion of the online shop and new arrivals (Appendix XI)

Tasks performed included writing of posts according to the themes selected during the meetings and the creation of imageries in relation to the text; for instance, photos of the construction or photomontage presenting products.

In addition to content creation such as posts and imageries, another strategy was adopted by the whole team; SEBRAMAT's image on social media was standardized. A banner (Appendix XII) was created and used on the company profile, but it was also added on to the profile of each members of the SEBRAMAT's team. Standardized profiles allow the company to be more professional and reinforced the corporate identity.

3.2.3.2 Web marketing

The company SEBRAMAT owns two websites: one of them being an online shop. Indeed, the difference between www.sebramat.fr and www.sebramat-shop.fr must be explained.

The online shop is only dedicated to selling, on the other hand, the website presents the company, its values, activities, current offers of second-hand products, and work site pictures to show what the company is able to do.

One of the tasks was to keep the website alive and enrich it by:

- Reviewing all pages, texts and images concerning its activities.
- Creating a "Who we are?" page to explain SEBRAMAT's missions and values.
- Setting up the second-hand tab.

To complete these tasks, it was necessary to use the website editing software which is *WordPress*. A training course allowed me to better comprehend the task. A professional came to the office to explain the basic of the software. The training course was rewarding and extremely beneficial as it allowed me to learn what was also necessary for the management of another website: PART'LOG website.

3.2.4 Event organisation

Trade fairs represent a major opportunity in order to make contacts and find about new opportunities for a company. SEBRAMAT has realized this and decided to participate in three trade fairs in 2020. Trade fairs target business sectors such as, the industry, logistics, and the agriculture sector to attract a target audience. The company chose to participate in two trade fairs which were more dedicated to the agriculture sector and another which brought together all industrial professionals. A thorough preparation was necessary beforehand because these events demand organisation and time.

Long before the D-day, detailed registration forms needed to be completed and this took time. Trade fairs also have a cost because organisers need funds for service delivery such as the stand, and all the other costs. Unfortunately, with the confinement due to the COVID.19 pandemic, all trade fairs were cancelled in France. Some of them were postponed.

Although the trade fairs were cancelled, all the SEBRAMAT's team had already started its preparations. In addition to estimate costs and saving the date, a careful thought is necessary to success and do not lose money. With a wide range of products, it is crucial for SEBRAMAT to determine which products are important to present during the trade fair.

The team decided that products that would be pointed out for trade fairs were the ones dedicated to the agriculture sector, such as loading supports and handling machines because these solutions targeted farmers' needs. Box pallets, which are part of the load supports products are used for the storage of vegetables or other goods. As they are considered heavy loads, they are moved with the help of handling machines.

The products selected for the industrial trade fair were also load supports such as pallets or box pallets, and shelving solutions with shelving protections because these load

support solutions (pallets, box pallets) are stored on shelving within a building. Just like for the agriculture sector, handling machines which move load support were to be exhibited.

This decision-making dialogue is important because there are suppliers who agree or not to lend materials. Another trade fair usually takes place at the same time and that is why all the organisation and decisions have to be made in advance, to have the time to contact suppliers.

The organisation of events is challenging and rewarding but can be stressful without a well-planned organisation.

3.3 E-commerce activities

After one year, the company decided to create its online shop: www.sebramat-shop.fr in order to allow clients to buy in an autonomous way without doing cost estimates, which could be a long procedure. The team has selected products that they wanted to sell on the online shop and asked a specialized company to create the website.

3.3.1 Activities performed

- ***Software training***

Developed by a company specialised in online shop, training courses were necessary to understand how to use the software. All training courses had occurred before the arrival of the intern but each of session had been recorded and archived in order to review it again, if needed. The sales representative, Mr Montel, was also extremely helpful thanks to his deep knowledge of the software. Indeed, he made the main part before the launch of the online shop by adding products and making adjustments.

- ***Introducing new products***

Most of my work regarding the online shop was adding new products. Beforehand, there is a precise procedure to follow that includes: the calculation of the price, the writing of the description; and the selection of pictures. Mr Brandt and Mr Montel have created a selling sheet using Excel that allow an automatic calculation of prices according to the

margin decided. After that, the writing of the description is important because it will give all the information that the customers will find. It has to be precise and brief to capture clients' attention and describe the product clearly. Pictures play a crucial part in the selling process. The pictures all have the same format, that is to say, the product is presented on a white background to emphasize it. The Appendix XIII illustrates how a product is presented on the online shop www.sebramat-shop.fr

All technical sheets are also downloadable to help customers to make their choice. In fact, all information about colours, size, and weight appear on the technical sheet.

3.3.2 Second-hand market setting up

Mr Brandt was led to buy back a piece of loading equipment that he reconditioned and resold afterward. A specific tab was created on the website www.sebramat.fr/offre-du-moment/ as a sort of second-hand shop. This tab contains second-hand products to everyone on the web. Nevertheless, it is not possible to buy it through this platform. If clients are interested, they can call the company directly to buy it or for further information. All contact details are highlighted, and the procedure is indicated on the website. To established something professional, two other tabs have been created to separate broad categories: shelving and loading equipment.

3.4 Association PART'LOG

3.4.1 What is PART'LOG?

PART'LOG is an association created by four professionals from the logistics or industry areas. The CEO of the company SEBRAMAT, Mr Sébastien BRANDT, has been named president of the association. There are other people with him in the organisation: Mr Jimmy MAKKA, specialized in electronic security, Mr Valery Massin, CEO of solutions suppliers of packaging optimisation and Mrs Malvina BODA, labelling and tracking specialist.

PART'LOG was created in order to bring global solutions and recommend real professionals for the industry and logistics sector. (PARTLOG, s.d.)

These four activities are complementary and do not create competition between members. That is to say, the association can only accept new companies who specialize an area that is not yet represented within the association.

The name of the association is a contraction of two French words which are “partenaire”¹⁷ and “logistique”¹⁸. These word means partners and logistics and the contraction is PART’LOG.

3.4.2 Setting up of the communication plan

Before the beginning of the internship, it was decided that I would be in charge of the communication part. The main goal was to animate social medias and the website. Firstly, I created a LinkedIn page (<https://www.linkedin.com/company/part-log/?viewAsMember=true>) and the website (www.partlog.fr) was created by a webmaster.

Each month, an article was written for the website about one of the company members, and each week, the LinkedIn page was animated by posts. From June, a schedule was created to organize posts and the articles for each creators’ companies. (Appendix XIV)

3.4.3 Event organisation

- **First event – 31st of January 2020**

Although the association was created in September 2019, all the team wanted to organise an event in order to launch and present to the public, the ambitions and aims of the association.

The first event took place in Ruitz the 31st of January 2020. On that occasion, an invitation was created by the sales representative of KIECE NORD. (Appendix XV)

The aims of the event were to present each founding members and its activities. The event took place at the “Village Enterprise” of Ruitz, which is a place made for professional trade fairs. The hall was divided into four parts to offer to each member a stand. They

¹⁷ From Cambridge dictionary. Partenaire: partner

¹⁸ From Cambridge dictionary : Logistique : logistics

exhibited their solutions and products to guests who were potential clients. Thanks to this event, each member has made sales and made new contacts.

My tasks before and during the event were:

- The creation of the product specification sheet for SEBRAMAT's products.
- The creation of a feedback form distributed to guests at the end of the event.
- Greeting guest and providing them with a badge with their name and the name of the company where they worked.
- Arranging the buffet and drinks
- Reminding guest to fill in the survey (feedback form) when they left the trade fair.
- Tidying up.

- Other events

Another event was expected for May but, with the COVID.19 situation, all trade fairs were cancelled. Moreover, the pandemic situation had repercussions on the team spirit, the team struggled and began to lack motivation. Only Mr Brandt and Mr Maka were still motivated to organize new events.

3.5 Internship assessment

3.5.1 Company assessment

A final meeting with the entire team of the company - SEBRAMAT - concluded that all objectives, missions and projects were achieved. The internship aimed to develop multiple skills in marketing, communication, e-commerce but also help with the integration in a new company and understand the relationships between the company and its suppliers.

The internship allowed to the company to:

- Develop its reputation on social media thanks to a communication plan.
- Create new company documents in line with the company's identity and style.

- Renewal of technical sheets, brochures and flyers.
- Create catalogues.
- Create videos and set up a YouTube channel.
- Optimise the website and the online shop.
- Organise a new project: an online second-hand market.
- Participate in the PART'LOG association by managing the communication and the organisation of the different events.

The company has had feedbacks from clients, suppliers and partners about its new documents and their efficiencies. Usually, Mr Montel was in charge of the communication part, which is not his favourite field. Thanks to the internship, he focused more on his commercial activities in order to develop sales and the company's products and services. The internship was a real timesaver for the entire team because communication, marketing and e-commerce tasks were delegated. Thanks to the training courses, I was also able to manage the online shop independently.

The communication with foreign suppliers was also delegated to me due to my knowledge of English and Spanish. The knowledge of these languages was also useful for the translation of documents such as the technical sheets (Appendix III). The internship was a way for me to develop my professional vocabulary in English and Spanish on the themes of logistics, the industry and materials.

The COVID.19 crisis did not question my position, and the team was invited to work from home. This situation was completely new for everyone and the company had to manage and abide by the government decisions. The confinement was an opportunity for the company to work and focus more on the online web shop by optimising products and the creating of new technical sheets, which were added to the website because commercial appointments were interrupted.

3.5.2 Personal assessment

From a personal point of view, the internship was intense and rewarding. Tasks were varied and abundant, that is why a well organisation was needed. The beginning was a little complicated because the industrial and logistics areas are extremely technical and

that can be complicated to understand at first. Nevertheless, the team was understanding and provided advice and the training courses necessary for the internship's success. From a professional point of view, my strengths were my creativity and my knowledge of marketing and communication tools learnt during the bachelor and master's degrees.

Thanks to the opportunity to do the master's degree in partnership with ISCAP in Portugal, I had the opportunity to apply different knowledges. Indeed, in my opinion, the courses are completely different but just as interesting. The study of models, intercultural management and tools (such as SWOT, PESTLE and Porter's five forces) in Artois University in France allowed me to understand why it is important to know the environment of the company. A deep study of the company environment is a way to prevent rude competition that could exist, the threat of substitution and, political, economic, environmental, social and technological factors that can have an influence on the strategy and the success of a company. In relation to intercultural management and communication, which can be adjusted to different countries in order to create a new strategy, which may be successful abroad. Courses provided by the ISCAP during the second year of the master's degree were more centred on foreign business, and this allows to understand the different ways of thinking of the countries and their past and history (UK, Spain, China in my case). As mentioned in the first Chapter, exchanges between foreign people have always existed and the history of the country has a major role in the populations' behaviours today. The progression of this report was possible thanks to the theoretical knowledge provided by both higher education institutions, the internship and also personal research and experiences.

This last Chapter is the conclusion of the six months' internship, but also the conclusion and practical application of research and knowledge acquired during the entire experience of higher education studies especially in master's degree in Intercultural Studies for Business.

The research work made by me that this report tends to be presented in a logical way. In fact, several concepts are mentioned such as globalisation, internationalisation, culture and interculturality, intercultural management and cross-cultural strategies. These areas have been chosen in line with the topic of the internship. Globalisation and internationalisation are key elements in the understanding of the international development of the companies and small and medium size corporations. As explained in Chapter two, globalisation has been driving the evolution of international and intercultural relations between countries through trades and knowledge exchanges. The globalisation concept has led to the internationalisation concept by the acceleration of international exchanges. Nevertheless, modes and motivations of internationalisation process have created a certain uncertainty from companies especially small and medium size business.

In addition to the process of internationalisation, another impact to consider is the presence of different cultures in a same place or company. As mentioned, and defined in Chapter two, the concept of culture is widespread and the consideration of this concept is important in a company, which is or wants to internationalise its activities. The concept of culture led to interculturality, which represents for instance, the interaction between people from different cultures. From the term of interculturality and exchanges between people, research has looked into this situation and elaborated models which categorised national behaviours in order to help intercultural communication and negotiations. Nevertheless, these models have limits because they tend to standardise behaviours without taking into account the cultural diversity within a nation but, if all these models are considered and the link between them are established, they could be useful and become real tools.

Cultural differences also have implication on a company's strategies especially in the area of marketing. In fact, the marketing is revolving around the customer, its needs and wants, which could be different according their culture. That is why, researchers and professor of marketing have researched different strategies that exist around the cross-cultural marketing. What is important to highlight is that the strategy does not depend on the size

of the company, but its aspirations. Moreover, multiple factors must be taking into account because the strategy can be different according to the type of products and services. Indeed, in some cases, the product will have to be adapted or changed but sometimes, it will be only the way that the product is presented by different communication and advertisement strategies. In the case of SEBRAMAT, products cannot be changed, and the selling power is based on marketing and communication adaptations.

I noticed that during the internship, although the company SEBRAMAT is a small company and is not confronted with intercultural management and strategies every day, the concept of culture and intercultural management have their importance in establishing and maintaining the good relationship between the company and suppliers or clients. According to models' results, that is to say: Hofstede and Lewis models, and my personal experience, I can say that Portugal and Spain which tend to have a culture quite close to the French culture. Indeed, there is an obvious hierarchy, the work and negotiations must be prepared in advance but, traditions do not have the same degree of importance in France as in Portugal and Spain. On the contrary, differences are more noteworthy between France and Netherlands. The management style in Netherlands is completely different than in France, Portugal and Spain. The company is not ruled by the hierarchy and they tend to consider everyone to be on the same level. Dutch are tasks-oriented, and traditions do not have an important place in professional life. But, offering particular products, SEBRAMAT has always known that all products cannot be made in France and sold by France. Trade with foreign countries was compulsory and it had no difficulties in working with foreign suppliers or clients. These differences and similarities have been observed according to exchanges during the internship and personal experience but, I think that it is important not to standardise because diversity is everywhere, even within in a same country or society.

As to the internship, in my opinion, it was extremely rewarding and allowed me to perfect my professional project. Indeed, the e-commerce area was a great discovery, and it is now a sector in which I would like to blossom. The tasks and projects in communication and marketing were accomplished with success. Moreover, I have had the opportunity to develop new skills and learn the use of software and sales tools thanks to the training courses offered by the company.

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APPENDICES

Appendix I – Flyer



Rayonnages et Plateformes

- Rayonnage léger
- Rayonnage semi-lourd
- Rayonnage mobile pour les archives
- Plateforme de stockage
- Rayonnage à palette conventionnel
- Rayonnage par accumulation
- Dynamiques pour bacs, palettes et cartons
- Rayonnage cantilever pour de grandes longueurs
- Accessoires
- Maintenance et contrôle d'installation



Engins de manutention

- Diabes
- Petits chariots de manutention interne
- Transpalettes (manuels et électriques)
- Gerbeurs (manuels et électriques)
- Chariots élévateurs (électrique et thermique)
- Chariot à mât rétractable
- D'autres solutions sur mesure



Supports de charge

- Palettes plastiques
- Bacs plastiques
- Caisses plastiques
- Rétention
- D'autres solutions métal
- Rolls et conteneurs métalliques



Nettoyage

- Balayeuses
- Auto laveuses
- Nettoyeurs hautes pressions
- Aspirateurs
- Chariots de nettoyage et accessoires



Equipement de quai

- Niveleurs de quai
- Ponts de liaison
- Plaques de chargement
- Rampes mobiles
- Accessoires

SEBRAMAT - 10 Rue des Dames - 62620 RUITZ

☎ 07.85.33.76.02

✉ sebramat@sebramat.fr

🌐 sebramat.fr










💰 sebramat-shop.fr

Appendix II – Example of a product information sheet

FICHE PRODUIT : CHARIOT ÉLEVATEUR ÉLECTRIQUE – 4 ROUES - EPX25i



Caractéristiques principales

-  Chariot élévateur électrique à 4 roues
-  Capacité de 2 500 KG
-  48 V – 630 Ah
-  Chargeur externe
-  Remplissage centralisé
-  Mât triplex 4 800 mm
-  Fourches 1 200 mm – Fourches hydrauliques
-  Éclairage avant et arrière
-  TDL : Tablier à déplacement latéral

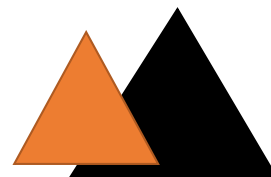


Besoin d'informations complémentaires ? Un devis ?

sebramat@sebramat.fr

03.91.80.18.50

SEBRAMAT – SASU au capital de 5000€
10, Rue des Dames
62620 RUITZ
Téléphone : 03.91.80.18.50 - Mail : sebramat@sebramat.fr
SIRET : 831 101 357 00026 – N°TVA : FR78 831 101

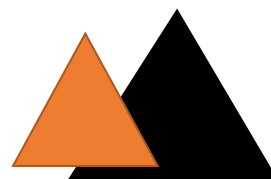


Appendix III – Example of Technical specification sheet

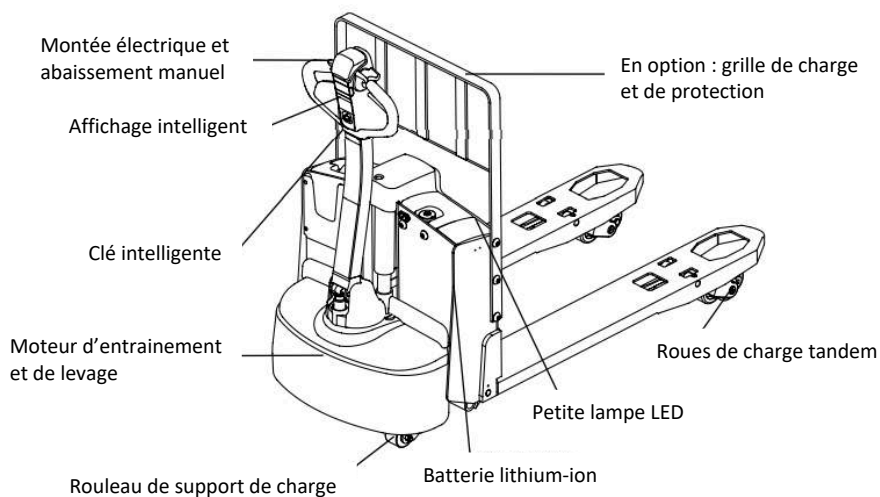
FICHE TECHNIQUE : CHARIOT ÉLÉVATEUR À PETITE LEVÉE AU LITHIUM-ION
WPio20



SEBRAMAT – SASU au capital de 5000€
10, Rue des Dames
62620 RUITZ
Téléphone : 07.85.33.76.02 - Mail : sebramat@sebramat.fr
SIRET : 831 101 357 00026 – N°TVA : FR78 831 101



CARACTÉRISTIQUES TECHNIQUES



Clé intelligente

- Activation par clé intelligente
- Facile d'utilisation
- Contrôle d'accès

Montée électrique et abaissement manuel

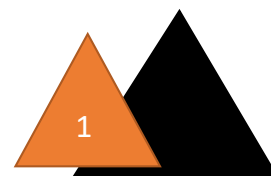
- Levage/abaissement sensible
- Interrupteur de commande et de fonctionnement avec position facilement accessible.
- Freinage automatique lorsque le timon est relâché
- Convient aux utilisateurs gauchers et droitiers.

Application

- Spécialement développé pour une utilisation sur sol plat
- Utilisation simple et silencieuse
- Longue utilisation avec la batterie lithium-ion
- Temps de charge rapide
- Maniabilité dans les angles serrés
 - Largeur totale (b1) seulement 645mm
 - Longueur jusqu'à la face des fourches (l2) seulement 423mm
 - Rayon de braquage (WA) seulement 1.428mm







Affichage intelligent

- Indicateur du niveau de charge de la batterie
- Compteur d'heure de fonctionnement
- Système de gestion de la batterie
- Diagnostic intégré via des codes d'erreur
- Programmabilité pour un comportement de conduite adaptée

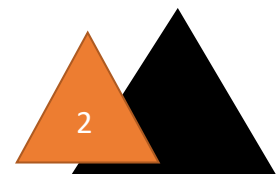




DESCRIPTION DU PRODUIT

-  Le WPio20 est un transpalette électrique manuel avec batterie lithium-ion.
-  Il est idéal pour transporter tous types de biens sur des distances courtes. Contrairement aux transpalettes manuels conventionnels, le WPio20 lève et se déplace à l'aide de l'énergie électrique.
-  La dimension L2 minimale (longueur par rapport à la face des fourches) de 423 mm seulement rend le WPio20 extrêmement compact et idéal pour l'utilisation dans les espaces confinés, comme les magasins et les centres d'affaires en tous genres.
-  Son poids de service de 250 kg seulement est un avantage supplémentaire.
-  Le WPio20 est parfait pour les tâches légères dans la distribution des marchandises, les tâches de production ou les applications en entrepôt - un assistant innovant.
-  De plus, une petite lampe reliée à la batterie lithium-ion permet d'éclairer les zones de travail sombres.

SEBRAMAT – SASU au capital de 5000€
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LES AVANTAGES DE LA TECHNOLOGIE LITHIUM-ION

Haute performance dans un design compact

La densité énergétique élevée de la batterie lithium-ion installée fournit une excellente performance de déplacement et des longues périodes de fonctionnement allant jusqu'à 3 heures. En même temps, le WPio20 est très compact et a un poids de service léger, ce qui signifie une consommation d'énergie réduite de 30 % par rapport aux véhicules avec batterie au plomb.

Chargement rapide + chargement d'appoint

Le chargement d'appoint peut être utilisé entre les chargements complets sans nuire à la durée de service de la batterie. La batterie peut être chargée sur une prise 230 V quelconque.

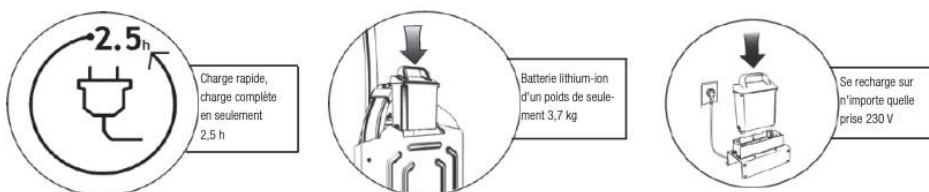
Aucun coût n'est engagé pour l'adaptation de l'infrastructure de charge existante (par ex. ventilation).

Après un cycle de décharge profond, la charge jusqu'à 60 % de capacité de batterie ne prend que 40 minutes et la batterie est chargée à pleine capacité au bout de 2,5 heures.

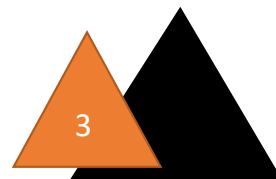
Double durée de service + batterie sans maintenance

La batterie lithium-ion a une durée de vie environ deux fois supérieure à celle d'une batterie au plomb conventionnelle (environ 1 000 cycles de charge).

De surcroît, elle ne nécessite pas de maintenance relative à l'acide de la batterie.



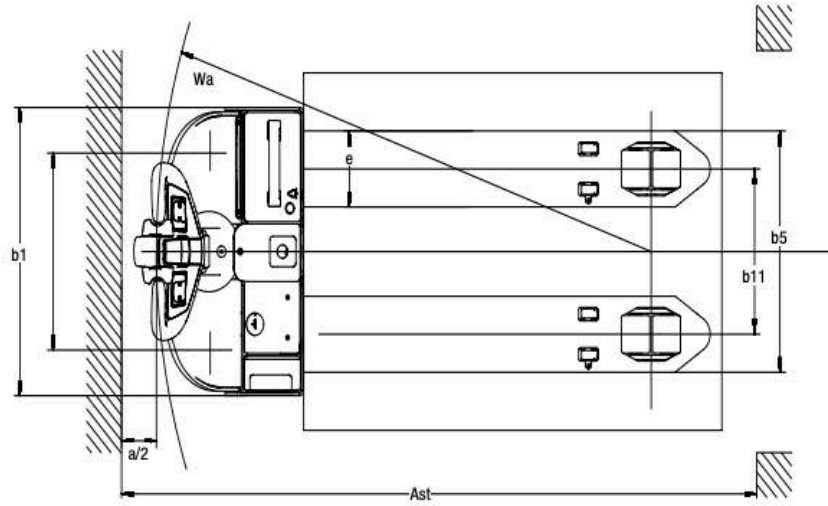
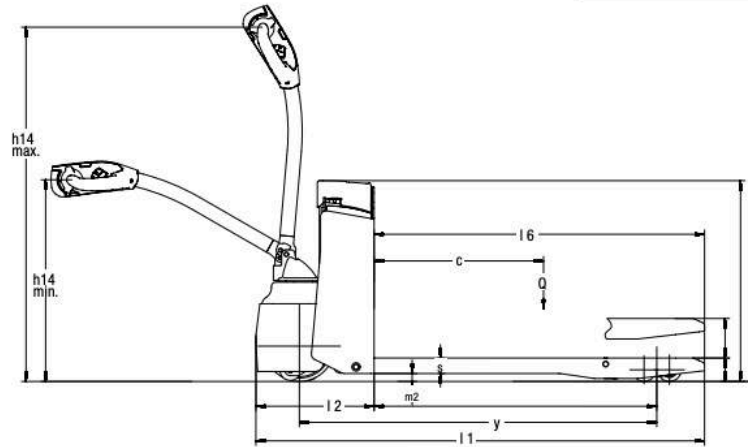
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SIRET : 831 101 357 00026 – N°TVA : FR78 831 101



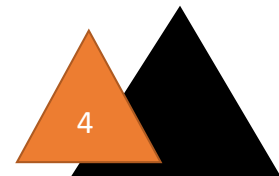
$$R_h = \sqrt{x^2 + \left(\frac{b_{12}}{2}\right)^2}$$

$$A_{st} = W_o + l_0 - x + a \text{ if } R_h < W_o$$

$$A_{st} = R_h + l_0 - x + a \text{ if } R_h > W_o$$



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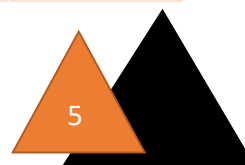




CARACTÉRISTIQUES TECHNIQUES DU PRODUIT

Spécifications	Entraînement		48 V électrique
	Type d'opérateur		Piéton
	Capacité nominale / charge nominale	Q (kg)	2000
	Distance du centre de la charge	c (mm)	600
	Distance de charge	x (mm)	1000
	Empattement	y (mm)	1268
Poids	Poids du service avec batterie (voir 6,5)	Kg	250
	Charge par essieu, avec charge avant/arrière	Kg	685 / 1565
	Charge par essieu, sans charge avant/arrière	Kg	185 / 65
Pneus, Châssis	Pneus		Polyuréthane
	Taille de pneu avant		Ø 250 x 102
	Taille de pneu arrière		2 x Ø 82 x 85 / Ø 82 x 115
	Roues supplémentaires (dimensions)		Ø 74 x 48
	Roues, nombre avant/arrière (x = roues motrices)		1x +2/4 / 1x + 2/2
	Profil avant	b10 (mm)	441
	Profil arrière	b11 (mm)	390 / 450 / 475
Dimensions	Levage	h3 (mm)	140
	Hauteur de Levage	h3+h13 (mm)	195
	Hauteur du timon en position de conduite min/max	h14 (mm)	715/1240
	Hauteur position basse	h13 (mm)	82,5
	Longueur totale	l1 (mm)	1592
	Longueur jusqu'à la face des fourches	l2 (mm)	423
	Largeur totale	b1 (mm)	645 / 625
	Dimensions de fourche	s/e/l (mm)	55x170x1170
	Distance entre les bras des fourches	b5 (mm)	540/600/685
	Garde au sol au centre de l'empattement	m2 (mm)	27
	Largeur d'allée pour palettes 1 000x1 200 transversales	Ast (mm)	1850
	Largeur d'allée pour palettes 800x1 200 longitudinales	Ast (mm)	2050
	Rayon de braquage	Wa (mm)	1428
Performances	Vitesse de déplacement avec charge / sans charge	Km/h	5,0/5,5
	Vitesse de levage avec charge / sans charge	m/s	0,023/0,029
	Vitesse de descente avec charge / sans charge	m/s	0,037/0,027
	Franchissement de pente max. avec charge / sans charge *1	%	8/16
	Frein de service		Électrique
Composants électriques	Puissance du moteur de déplacement S2 60min	kW	0,75
	Puissance du moteur de levage à S3 15%	kW	0,84
	Batterie selon DIN 43531/35/36 A,B,C, sans		Non
	Tension de la batterie/capacité nominale (5h)	V/Ah	48 / 30
	Poids de la batterie	Kg	14
	Consommation énergétique selon cycle VDI		0,25
	Type de batterie		Lithium-ion
Type de motorisation		DC	

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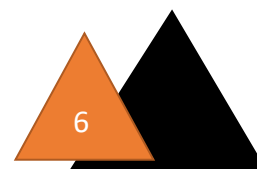
Divers	Modèle de direction		Mécanique
	Niveau de pression sonore au siège conducteur selon EN 12053	dB(A)	74

LES ÉQUIPEMENTS SUPPLÉMENTAIRE

Généralités	Batterie lithium-ion facile à manipuler (14Kg)	•
	Poids net du chariot élévateur avec batterie : 250Kg	•
	Chargeur interne	•
	Chargeur externe	Option
	Système de levage et de déplacement électrique	•
Entraînement Options	Roues porteuses tandem (polyuréthane)	•
	Roues porteuse unique (polyuréthane)	Option
	Batterie lithium-ion de recharge	Option
	Indicateur de décharge de batterie	•
Dimensions	Longueur de fourche : 850mm, 1000mm, 1170mm, 1220mm, 1450mm ou 1600mm	Option
	Longueur totale (l1) 1592mm	•
	Largeur totale (b1) 645/625mm	•
Sécurité	Activation du démarreur par clé intelligente	•
	Surveillance par le système de gestion de la batterie	•
	Arrêt automatique du levage au levage maximum	•
	Rampe anti-recul	•
	Frein à main automatique	•
	Interrupteur ventral	•

- : Équipement de série ; Option : En option

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Appendix IV – Catalogue (shelving catalogue)

Les solutions de stockage par SEBRAMAT

Optez pour une solution de stockage de qualité qui correspond à vos besoins et optimisez vos bâtiments.



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SASU SEBRAMAT

SEBRAMAT vous propose une large gamme de solutions de stockage adaptée à chacun. Nous étudions avec soin vos demandes et projets afin de vous offrir au mieux à vos besoins d'optimisation.

SOMMAIRE

- LE RAYONNAGE LÉGER	1
- LE RAYONNAGE MI-LOURD	2
- LE RAYONNAGE À PALETTES	3
- LE RAYONNAGE CANTILEVER	4
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LES PRESTATIONS SEBRAMAT

- Possibilité d'achat ou location
- Prestation de montage/démontage
- Maintenance de votre installation
- Mise en conformité de votre installation



**DISPONIBLES
NEUFS OU
D'OCCASIONS**

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LE RAYONNAGE LÉGER



Le rayonnage léger est idéal pour le stockage **d'archives, cartons** et **objets légers**.

Il convient à différents usages : ateliers, garages, entrepôts, magasins de pièces détachées.

SEBRAMAT vous propose un large choix de rayonnage allant de 5 à 7 tablettes et dimensions en fonction de vos besoins.



Il existe différentes profondeurs et largeurs de tablette.

Les dimensions allant de **750 à 1 500 mm** avec des profondeurs allant de **300 à 1 200 mm**.



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P.1

LE RAYONNAGE MI-LOURD



Le rayonnage **mi-lourd** reprend les mêmes caractéristiques que le rayonnage léger mais, est capable de supporter des charges plus lourdes et volumineuses.

Le rayonnage mi-lourd permet de stocker des charges compliquées comme des **pneus ou tablettes en bois/métalliques**.

Il répond aux **normes d'opérations de picking** et est idéal pour les entrepôts, garages et magasins de pièces détachées.



Le rayonnage mi-lourd est essentiellement sur **3 niveaux** avec une multitude de dimensions pour répondre au mieux aux besoins de chacun.

Il existe différentes longueurs de lisses : **1 000 à 3 000 mm** et différentes profondeurs d'échelles allant jusqu'à **1 000 mm**.



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P.2

LE RAYONNAGE À PALETTES

Le rayonnage à palettes constitue la meilleure solution pour les entrepôts où il est nécessaire de stocker des produits palettisés avec une grande variété de produit réfencer.

Le rayonnage à palettes ou rayonnage lourd est conçu pour le **stockage de palettes** avec un chargement qui s'effectue par le biais **d'engins de manutention** tels que le chariots élévateurs, le gerbeur, etc. Le rayonnage lourd constitue la meilleure solution et la plus simple pour des environnements logistiques, industriels ou la grande distribution.



SEBRAMAT vous propose des dimensions sur mesure qui conviennent le mieux à vos problématiques.

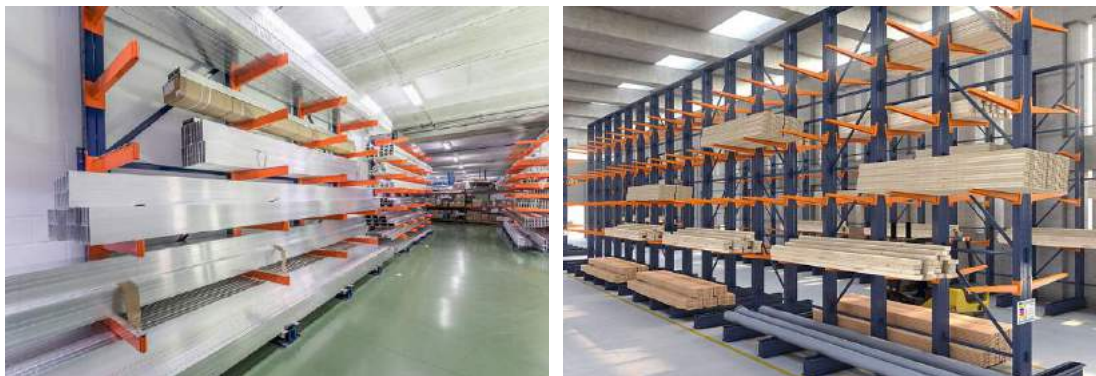
Toutes les palettes sont accessibles peu importe leurs positions sur le rayonnage. Ce système permet de **stocker des palettes de différents formats et hauteurs**. Différentes profondeurs d'échelles sont également possibles en fonction de vos charges.



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P.3

LE RAYONNAGE CANTILEVER



Le cantilever (ou rack cantilever) est idéalement conçu pour recevoir des **charges longues tels que des tubes ou des planches**.

SEBRAMAT procède à une étude de vos besoins pour vous proposer les meilleures services possibles.

Il existe du cantilever léger où le **stockage est fait manuellement** et du cantilever lourd où le **stockage** nécessite l'utilisation d'un **chariot ou engin de manutention**.



La rayonnage cantilever peut être installé en extérieur (galvanisé) pour les cours de matériaux ou autres utilisations par exemple.

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P.4

LE RAYONNAGE BASE MOBILE

Placé sur des bases mobiles, le rayonnage léger et mi-lourd représente la meilleure solution pour l'optimisation de l'espace des bâtiments de stockage. Adapté pour les ateliers et les bureaux cette solution vous permettra de gagner de la place en réduisant le nombre d'allées.



Le rayonnage base mobile permet de **gagner de la place** en rangement dans les bureaux ou salles d'archives.

Les rayonnages peuvent également être accessorisés afin de répondre aux besoins de stockage particulièrement en bureau.

Avec des **longueurs allant jusqu'à 12 mètres**, une large gamme de profondeurs et des rayonnages à capacités de charge importantes (jusqu'à **900kg par mètre linéaire** selon configuration), la base mobile est le partenaire de l'optimisation du stockage en milieu industriel.



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P.5

LE RAYONNAGE À PLATEFORME - MEZZANINE



La **plateforme de stockage ou mezzanine** permet d'optimiser la hauteur de vos bâtiments en créant d'autres niveaux ce qui permet de **multiplier par 2 ou 3** la surface de stockage.

Ce type d'installation peut permettre notamment de **différencier plusieurs activités** dans un même bâtiment avec par exemple une **zone de stockage et une zone de picking**.



Mezzanine qui permet d'optimiser le stockage de marchandises.



Agrandissement des espaces de travail grâce à une plateforme spécialisée.

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P.6

LE RAYONNAGE PAR ACCUMULATION

Le rayonnage par accumulation est un système de stockage composé d'un ensemble de rayonnages formant des allées de charges internes avec rails de guidage pour les palettes. Les chariots entrent dans ces allées internes et déposent la charge au dessus du niveau.



Afin de mieux gérer vos stocks entrants et sortants, **le rayonnage par accumulation** vous permet **d'optimiser vos espaces de stockage** en **réduisant le nombre d'allées**. Ce type de rayonnage est adapté à un stockage comprenant **peu de références avec un volume important**. Il existe différents types de rack par accumulation :

- Le rack **classique** avec **simple entrée**.
- Le rack par accumulation **classique** avec **une entrée et une sortie**.
- Le rack par accumulation **dynamique** (avec des rouleaux dans un sens ou dans l'autre).
- Le rack par accumulation **push back** (avec des cadres).

Les rack par accumulation classique peuvent être **combinés avec une navette** (ou shuttle) pour l'enlèvement de palettes.



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LE RAYONNAGE DYNAMIQUE

Le rayonnage dynamique intègre des allées de rouleaux ou galets légèrement inclinés afin de faire glisser les produits.

Ce système permet une parfaite rotation du produit grâce au déplacement de charge par le système FIFO (la première palette ou carton entrée est la première à sortir.)



Le rayonnage dynamique pour palettes permet **une parfaite rotation** des produits grâce au déplacement de la charge par gravité. Quand on retire la première palette les autres avancent, ce qui permet d'avoir toujours à la première place la plus ancienne palette. Plusieurs options de combinaison sont possibles avec des zones de picking. Ce système est applicable à n'importe quel secteur de l'industrie ou logistique : alimentaire, automobile, pharmaceutique, etc.

Le rayonnage pour picking dynamique représente l'outil parfait pour les opérations de picking. Il permet d'avoir **un grand nombre de références** à l'avant du rayonnage et **diminue** considérablement le **décali** de **préparation** des commandes. Le système admet de nombreuses combinaisons qui **s'adaptent** à tous types de **charges légères ou mi-lourdes**.



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P.8

LE RACK DE STOCKAGE MOBILE



Ce rack de stockage mobile permet un **stockage optimum** des produits, dans un minimum de place : entrepôts, réserves, stocks...

Polyvalent, modulable et pratique, il permet de **stocker** en toute sécurité par **élévation** tout type de produits. Il est idéal pour stocker des palettes Europe de dimensions 1200 x 800 et 1200 x 1000 mais aussi de nombreux autres produits (cartons, produits longs..).



Il est disponible en plusieurs capacité de charge **1 tonne / 2 tonnes**.

C'est l'outil parfait pour les entreprises avec des changements d'activité selon les saisons car il permet **d'optimiser** les stocks lors d'accroissement d'activité.

Ce rack de stockage à palettes composé d'une base simple et de tubes de différentes hauteurs, est la réponse au stockage ponctuel et mobile.



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LES ACCESSOIRES DE RAYONNAGE

Complétez vos rayonnages avec des accessoires de qualité.



Le caillebotis

Le **caillebotis** représente un type de plancher hautement résistant et possède de nombreux avantages :

- Ils permettent de stocker de grande capacité de charge.
- Galvanisé à chaud, les caillebotis sont protégés contre la corrosion.
- Les charges sont visibles par le dessous.
- L'installation se fait rapidement et facilement.



Le platelage filaire - Plancher

Les **planchers** rayonnage permettent d'optimiser l'espace de manière considérable.

Plusieurs dimensions et charges utiles sont disponibles afin de correspondre aux attentes de chacun.

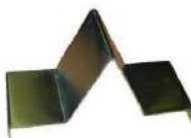
La finition galvanisée empêche la corrosion du plancher et fait perdurer l'installation.



Butée palette et butée podium

La **butée palette** permet de faciliter le positionnement des palettes sur le rayonnage. Facile d'utilisation et modulable en fonction des besoins.

La **butée podium** est idéal pour la protection des sprinkler.



Entretoises

Sécurisez vos installations rayonnage avec les **entretoises**.

Elles se fixent entre deux échelles pour assurer la stabilité et la sécurité de l'installation.

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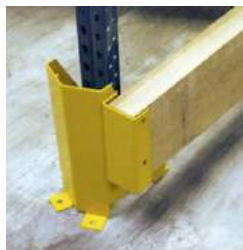
LES PROTECTIONS MÉTALLIQUES

Pour faire perdurer ses installations de rayonnages et protéger les collaborateurs, il est important de les sécuriser avec les matériaux adaptés. Découvrez la sélection de protections de rayonnage en métal par SEBRAMAT.



Les sabots métalliques

Les sabots métalliques se fixent sur les rayonnages pour les protéger contre les chocs des engins de manutention. Il existe une version galvanisée (ici en gris) permettant d'éviter la corrosion.



Le support madrier

Le support madrier est idéal pour la protection des racks. Selon le modèle, il peut venir se fixer sur un sabot.



UPN à fixer sur sabot

La protection UPN protège durablement les échelles de rayonnage.

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P.11

LES PROTECTIONS PVC

Pour faire perdurer ses installations de rayonnages et protéger les collaborateurs, il est important de les sécuriser avec les matériaux adaptés.

Découvrez la sélection de protections de rayonnage en PVC par SEBRAMAT.

Les protections PVC sont considérées à ce jour comme faisant partie des plus résistantes du marché.



Les protections de rayonnage



Les poteaux de protection

Les **protections de rayonnage** en PVC constituent une gamme complète de solutions **antichocs** pour les échelles et racks.

Elles sont très simple à installer et s'installent sur tous types d'installation même les plus complexes.

Elles sont certifiées par l'organisation TÜV SÜD conformément à la **norme EN 15512**

Les **poteaux de protection** ont été idéalement conçus pour **protéger** portes et angles saillants, de chocs pouvant être provoqués par des chariots ou entre engins en mouvement.

Ils correspondent parfaitement à des **environnements logistiques ou de production**.

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Les barrières de protection

Les **barrières de protection** industrielles sont spécialement conçues pour la **protection** des **murs** et **machines** des engins de manutention.



Les protections de poteaux

Les **protections de poteaux** sont idéalement conçus pour **protéger** les **piliers** contre des collisions d'engins de manutention. Ils sont **rapides** et **faciles** d'installation.



Les barrières piétonnes

Les **barrières piétonnes** assurent une **sécurité maximale** pour les **collaborateurs**. Elles les **protègent** dans les zones à risques de toutes éventuelles **collisions** avec des engins de manutention. La hauteur et largeur des barrières est totalement **modulable** sur demande.



Les barrières de circulation

Les **barrières de circulation** sont une solution durable pour la **protection** des **infrastructures**, **équipements coûteux** et la **délimitation** des **véhicules** en mouvement. La **barrière de circulation** a été conçu pour être **ultra résistante** à tous types de chocs. La hauteur et la largeur des barrières est totalement **modulable** sur demande.





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CONTACTEZ-NOUS

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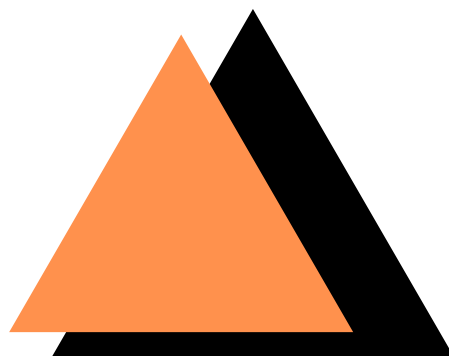
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Appendix V – Agribusiness brochure



Optez pour les solutions SEBRAMAT ! Une sélection de produits conformes aux normes du secteur agroalimentaire.



Des supports de charge adaptés au secteur pharmaceutique.

Les palettes plastiques

Palettes fabriquées en **matière vierge ou recyclée, avec ou sans renfort métallique**, la palette plastique hygiénique convient parfaitement au secteur pharmaceutique.

- 1200x800 mm - palette norme européenne
- 1200x1000 mm
- 1300 x 1100 mm
- 1140 x 1140 mm et d'autres dimensions au choix.

Les bacs plastiques

SEBRAMAT dispose également d'une gamme de **bacs plastiques variés**, notamment les **bacs à bec** et **bacs normes européennes** qui s'adaptent parfaitement à nos palettes et rayonnages.

Plusieurs dimensions disponibles : 800 x 600 mm / 600 x 400 mm / 400 x 300 mm / 300 x 200 mm / 200 x 150 mm.
Avec différentes hauteurs : 320 mm, 290 mm, 240 mm, 200 mm, 150 mm, 120 mm, facilitant le transport et le stockage de vos marchandises.

Des rolls conteneurs et servantes pour faciliter le déplacement et stockage de charge

Les rolls conteneurs

- Idéal pour le transport et **stockage** de marchandises.
- Efficace lors des **opérations** de picking rapide et transport de colis et bacs.
- Diverses options à la demande : sangles, antivol, étagères...
- Rolls SEBRAMAT de **2 à 4 parois** et une hauteur de **1500 à 1800 mm**.

Les servantes

- Différents types de servantes sont disponibles en fonction des besoins :
- Servante à plateaux
 - Servantes pour bacs

NOUS CONTACTER

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SEBRAMAT, intégrateur de tous types de rayonnage

Les prestations rayonnage

SEBRAMAT propose une large gamme de solutions de stockage adapté aux besoins de chacun.

Rayonnage léger, rayonnage mi-lourd, rayonnage à palettes, rack cantilever, base mobile, plateforme, rayonnage par accumulation ou dynamique... nous intégrons chacune de ces solutions avec notre équipe d'expert.

Les contrats de maintenance

Afin de faire perdurer vos installations, nous avons mis en place des **contrats de maintenance rayonnage**.

Entièrement sur mesure, choisissez les options qui vous conviennent! Nous nous occupons de tout : **prestation de montage/démontage, remplacement de pièces endommagées, mise en conformité selon les normes, sécurisation, etc.**

Les accessoires de rayonnage



Sécurisez vos installations de stockage et bâtiments grâce à nos **protections en PVC** reconnues parmi les plus performantes du marché.

Nous proposons une gamme diversifiée qui s'adapte à tous types d'installations :

- Poteaux
- Barrières
- Protection de poteaux
- Barrières piétonnes
- Barrières de circulation



Les solutions de rétention pour la protection des sols



Pour une protection des sols contre les produits toxiques, découvrez notre gamme rétention :

- Souple et souple auto-portant
- Rigide
- De grande capacité (de 3L à 1000L)
- 2 matières : acier ou plastique
- Des armoires de stockage

NOUS CONTACTER

sebramat@sebramat.fr

sebramat.fr

03.91.80.18.50

sebramat-shop.fr



Appendix VI – Agriculture sector brochure

Optez pour les solutions manutention et supports de charge SEBRAMAT

Des **engins de manutention** adaptés au secteur agricole.



SEBRAMAT distributeur CLARK sur la région Hauts de France

La gamme manutention

- Chariot élévateur électrique 3 roues de **1 600 à 5 000 KG**
- Chariot élévateur électrique 4 roues de **1 600 à 5 000 KG**
- Chariot élévateur thermique de **1 500 à 8 000 KG**
- Chariot élévateur gaz de **1 500 à 8 000 KG**
- Transpalette électrique de **1 200 à 2 000 KG**
- Gerbeur électrique de **1 000 à 2 000 KG**

Les + de la gamme

- Le **mât triplex** sur une sélection de produit jusqu'à **7 000 mm** !
- **Pot d'échappement vertical** sur une sélection de produit pour les environnements poussiéreux.
- Nos **chariots thermiques** sont certifiés sans électronique et **facile d'entretien**.
- Différents kits d'accessoires possibles idéales pour l'activité agricole : **tête rotative pour palox, écarteur de fourches et positionneur de fourches**.

Des **supports de charges** de qualités pour un stockage en toute sécurité de vos produits frais.



Une gamme de supports de charge adaptée à votre activité disponible de stock !

La gamme supports de charge

- Bacs ajourés parfait pour le stockage de fruits et légumes.
- Caisses palettes plastiques jusqu'à **1400 L**.

Les + de la gamme

- SEBRAMAT a sélectionné une gamme de caisse palette en plastique de **haute qualité** qui respecte le contact avec les produits alimentaires.
- Les caisses palettes plastiques sont **résistantes aux UV**, à différents **types de chaleurs** (de -40° à +60° C.)
- Bacs plastiques et caisses palettes **gerbables** pour une optimisation des espaces.
- Des **dimensions/capacités et volumes à la demande**.

NOUS CONTACTER

sebramat@sebramat.fr
03.91.80.18.50

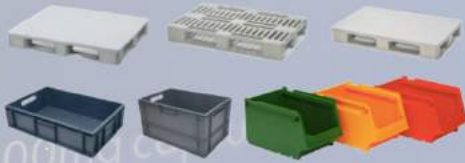
sebramat.fr
sebramat-shop.fr



Appendix VII – Pharmaceutical industry brochure



Optez pour les solutions SEBRAMAT ! Une sélection de produits conformes aux normes du secteur pharmaceutique.



Des supports de charge adaptés au secteur pharmaceutique.

Les palettes plastiques

Palettes fabriquées en **matière vierge ou recyclée, avec ou sans renfort métallique**, la palette plastique hygiénique convient parfaitement au secteur pharmaceutique.

- 1200x800 mm - palette norme européenne
- 1200x1000 mm
- 1300 x 1100 mm
- 1140 x 1140 mm et d'autres dimensions au choix

Les bacs plastiques

SEBRAMAT dispose également d'une gamme de **bacs plastiques variés**, notamment les **bacs à bec** et **bacs normes européennes** qui s'adaptent parfaitement à nos palettes et rayonnages.

Plusieurs dimensions disponibles : 800 x 600 mm / 600 x 400 mm / 400 x 300 mm / 300 x 200 mm / 200 x 150 mm.
Avec différentes hauteurs : 320 mm, 290 mm, 240 mm, 200 mm, 150 mm, 120 mm, facilitant le transport et le stockage de vos marchandises.

Des rolls conteneurs et servantes pour faciliter le déplacement et stockage de charge

Les rolls conteneurs

- Idéal pour le transport et **stockage** de marchandises.
- Efficace lors des **opérations** de picking rapide et transport de colis et bacs.
- Diverses options à la demande : sangles, antivol, étagères...
- Rolls SEBRAMAT de **2 à 4 parois** et une hauteur de **1500 à 1800 mm**.

Les servantes

Différents types de servantes sont disponibles en fonction des besoins :

- Servante à plateaux
- Servantes pour bacs

NOUS CONTACTER

sebramat@sebramat.fr

sebramat.fr

03.91.80.18.50

sebramat-shop.fr



SEBRAMAT, intégrateur de tous types de rayonnage

Les prestations rayonnage

SEBRAMAT propose une large gamme de solutions de stockage adapté aux besoins de chacun.

Rayonnage léger, rayonnage mi-lourd, rayonnage à palettes, rack cantilever, base mobile, plateforme, rayonnage par accumulation ou dynamique... nous intégrons chacune de ces solutions avec notre équipe d'expert.

Les contrats de maintenance

Afin de faire perdurer vos installations, nous avons mis en place des **contrats de maintenance rayonnage**.

Entièrement sur mesure, choisissez les options qui vous conviennent! Nous nous occupons de tout : **prestation de montage/démontage, remplacement de pièces endommagées, mise en conformité selon les normes, sécurisation**, etc.

Les accessoires de rayonnage



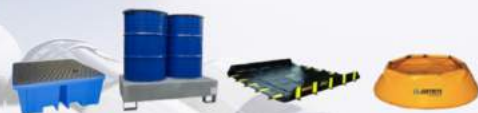
Sécurisez vos installations de stockage et bâtiments grâce à nos **protections en PVC** reconnues parmi les plus performantes du marché.

Nous proposons une gamme diversifiée qui s'adapte à tous types d'installations :

- Poteaux
- Barrières
- Protection de poteaux
- Barrières piétonnes
- Barrières de circulation



Les solutions de rétention pour la protection des sols



Pour une protection des sols contre les produits toxiques, découvrez notre gamme rétention :

- Souple et souple auto-portant
- Rigide
- De grande capacité (de 3L à 1000L)
- 2 matières : acier ou plastique
- Des armoires de stockage

NOUS CONTACTER

sebramat@sebramat.fr

sebramat.fr

03.91.80.18.50

sebramat-shop.fr



Appendix VIII – Posts schedule

DATE	THÈME	LIKE	VUES
14/01/20	Arrivée Marlène	15	1032
16/01/20	Rétention	1 1	4 1 6
21/01/20	Support de charge	8	3 7 4
23/01/20	Clark	2 3	1 0 0 3
28/01/20	Contrôle de rayonnage	1 0	4 0 3
30/01/20	PART'LOG	2 4	1 4 6 9
03/02/20	Pont de liaison	1 2	4 5 3
05/02/20	PART'LOG	20	1000
11/02	Chantier DK	1 8	1 1 3 1
13/02	Rayonnage neuf	1 1	8 8 8
18/02	Chantier Boulogne	6	6 2 1
20/02	Lithium ion	1 1	8 6 1
25/02	Bac plastique euronorme	1 1	5 0 8
27/02	Chantier RMsystème	1 4	5 4 3
03/03	Site web	15	471
05/03	Annonce terres en fête	14	464
10/03	Annonce chaine youtube	11	825
12/03	Gerbeur cged	17	1460
17/03	Publi spéciale	5	594
	POST COVID	7	519
19/03	Maintenance rayonnage	7	519
24/03	DOLAV	7	411
26/03	RM system	1 4	1 0 2 9
31/03	Maintenance	1 1	8 9 4
02/04	Projection mpm	11	964
07/04	Publi rack mobile	11	961
09/04	Pâques	11	491
14/04	Conteneur fil	5	476
16/04	Roll	10	776

21/04	Rampe mobile	6	443
23/04	Publi clark	8	658
28/04	Rayonnage neuf	20	1182
30/04	Rayonnage occasion	9	527
05/05	Boutique en ligne	3	313
07/05	Nacelle	5	532
12/05	FETRA	9	534
14/05	Convoyeur	7	402
19/05	Offre du moment site vitrine	7	495
21/05	Chantier dhl	27	2060
26/05	Rayonnage neuf	20	1488
28/08	Accessoire de quai	11	798
02/06	Boutique en ligne	10	804
04/06	Chantier	18	676
09/06	Bac plastique	16	644
11/06	Tracteur	10	661
16/06	Rétention	10	512
18/06	Livraison nacelle	14	451

23/06	Gamme Clark	8	440
25/06	Livraison Clark	13	672
30/06	Gamme rampe mobile	16	1419
02/07	Gamme de protections en PVC	15	1075
07/07	Gamme de pont de liaison	10	660
09/07	Boutique en ligne	8	245
14/07	Fête nationale	7	313
16/07	Gamme de bacs plastique	10	509
21/07	Gamme protections de rayonnage		
23/07	Présentation rack mobile		
28/07	Gamme roll et conteneur		
30/07	Rachat de matériel par SEBRAMAT		

Appendix IX – Examples of construction site post on LinkedIn

SASU SEBRAMAT • 1er

Rayonnages, engins de manutention, matériel de nettoyage, rampes m...
4 mois • 🌱

Bonjour à tous 🙋

👤 Présentation aujourd'hui d'un chantier de maintenance SEBRAMAT sur le secteur de Dunkerque.

😬 La problématique du client : Mise en conformité et remplacement des éléments défectueux suite à un rapport fait par une organisation de contrôle.

Nos solutions et installations pour ce chantier :

- ✅ Remplacement des échelles, lisses.
- ✅ Repositionnement des sabots, diagonales et horizontales.
- ✅ Mise en conformité

😊 Merci à eux pour leur confiance depuis plus de 2 ans pour la maintenance des installations ! Encore un client satisfait avec une installation parfaitement aux normes pour une sécurité optimale !

👉 Mise en conformité ? Remplacement d'éléments de rayonnage ? Contrat de maintenance ? N'hésitez pas à nous contacter !

☎️ 03.91.80.18.50 📧 sebramat@sebramat.fr

Bonne journée à tous,
L'équipe SEBRAMAT 🙋
Sebramat.fr
Sebramat-shop.fr





SASU SEBRAMAT • 1er

Rayonnages, engins de manutention, matériel de nettoyage, rampes m...

3 mois • Modifié •

Bonjour à tous 🙌

😊 Encore un client satisfait avec SEBRAMAT !

🟡 Présentation aujourd'hui d'une livraison #manutention sur la région Hauts de France !

✅ Mise en route d'un chariot élévateur Clark 7T.

🚚 Livraison rapide

👉 SEBRAMAT, revendeur Clark sur la région Hauts de France. #GOGREEN #GOCLARK

Vous aussi, faites-nous confiance pour vos achats ou vos locations #manutention.

☎️ 03.91.80.18.50 📧 sebramat@sebramat.fr

🖨️ Retrouvez nos solutions #manutention sur la boutique en ligne sebramat-shop.fr et notre sélection occasion sur sebramat.fr

Bonne journée à tous,

L'équipe SEBRAMAT 🇫🇷🚚

Sebramat.fr – sebramatshop.fr



👍 🌱 13

Appendix X – Examples of product presentation post on LinkedIn



SASU SEBRAMAT • 1er

Rayonnages, engins de manutention, matériel de nettoyage, rampes m...
3 mois •

Bonjour à tous 🙌

👉 Présentation aujourd'hui de notre gamme de rampes mobiles !
🤔 Le saviez-vous ? La rampe mobile vous permet de charger et décharger vos camions en toute simplicité et sécurité !

La gamme SEBRAMAT c'est :

- 👉 Des rampes de 6 à 10 T.
- 👉 De 8 à 12 mètres.
- 👉 Avec une dénivellation de 800 à 1300 m.

☀️ Un surcroît d'activité saisonnier ? Des besoins en équipements de quai ?
Contactez-nous !

✉️ sebramat@sebramat.fr ☎️ 03.91.80.18.50

Nous proposons les rampes en location courte ou longue durée.

💰 Disponible également à l'achat.

✅ Neuf ou d'occasion.

Bonne journée à tous,

L'équipe SEBRAMAT 🧑‍🏭

Sebramat.fr – sebramatshop.fr



👍 16 • 1 commentaire

👍 J'aime 💬 Commenter ➦ Partager ↵ Envoyer

SASU SEBRAMAT • 1er



Rayonnages, engins de manutention, matériel de nettoyage, rampes m...

2 mois • 🌐

Bonjour à tous 🙌

🟡 SEBRAMAT vous propose de découvrir aujourd'hui sa gamme de protections de rayonnage !

🕒 Les protections sont essentielles pour la sécurité des collaborateurs et la pérennisation des installations et bâtiments.

SEBRAMAT propose :

- ✅ Des protections en PVC (barrière, poteaux...)
- ✅ Des protections en bois (barrières)
- ✅ Des protections en métal (sabots, supports madriers...)

📌 À découvrir dans les images ci-dessous 📌

👉 À retrouver sur la boutique en ligne sebramat-shop.fr

👉 Nous pouvons également nous occuper de l'installation !

Besoin de plus d'informations ? N'hésitez pas à nous contacter !

📞 03.91.80.18.50 📧 sebramat@sebramat.fr

L'équipe SEBRAMAT 🧑‍🏭

[Sebramat.fr](https://sebramat.fr) – sebramat-shop.fr



👍 🌐 8

👍 J'aime 🗨️ Commenter ➦ Partager ✉️ Envoyer

Soyez le premier à commenter ceci

Appendix XI – Example of presentation of the online shop post on LinkedIn

SASU SEBRAMAT • 1er
Rayonnages, engins de manutention, matériel de nettoyage, rampes m...
2 mois •

⚠ Des besoins urgents de matériel pendant cette période estivale ? ⚠
👉 Rendez-vous sur notre boutique en ligne : sebramat-shop.fr !

De nombreuses références disponibles :

- ✅ Engins de manutention (transpalettes, gerbeurs, servantes, diables, chariots, etc.)
- ✅ Supports de charge (bacs plastique, palettes, rolls et conteneurs fils, etc.)
- ✅ Rayonnage et accessoires (kit de rayonnage, protections, barrières, rack mobile et big bag, etc.)
- ✅ Hygiène et protection (cloisons de protection, distributeurs de gel hydro-alcoolique, etc.)
- ✅ Rétention (bacs de rétention, planchers et rampes)

📦 Livraison gratuite et rapide !

📄 Fiches techniques et descriptions détaillées disponibles pour vous aider à faire votre choix.

L'équipe SEBRAMAT 🧑🏻‍💻

sebramat.fr – sebramat-shop.fr

☎ 03.91.80.18.50 📧 sebramat@sebramat.fr



Appendix XII – LinkedIn banner

 sebramat@sebramat.fr
 03.91.80.18.50



Rayonnage - Engins de manutention - Supports de charge - Equipements de quai - Nettoyage

sebramat.fr
sebramat-shop.fr

Appendix XII – Product presentation on sebramat-shop.fr



Rouleur à plateau - Capacité 250 kg.

(Code: FRP13540)

✓ En Stock

(20 Artículos) en stock

2 plateaux avec rebord

Dimensions utiles : 605 x 405 mm.

220,00 EUR HT

- 1 +



AJOUTER AU PANIER

Télécharger la fiche technique



CONFORMITÉ EUROPÉENNE CE

Caractéristiques techniques simplifiées - Rouleur à plateaux

2 étagères en mélaminé avec rebord de 15 mm.

Distance entre les plateaux	400 mm
Hauteur de chargement	194 - 623 mm
Charge	250 KG
Dimensions utiles	605x405 mm
Dimensions extérieures	605x405x639 mm

Appendix XIV – PART'LOG posts schedule

PUBLICATIONS LINKED IN			
	SOCIETE	A ENVOYE LE	PUBLIE LE
JUIN			
	CJL PACK	26-mai	02-juin
	ETICONCEPT	02-juin	09-juin
	KIECE NORD	09-juin	16-juin
	SEBRAMAT	16-juin	23-juin
	CJL PACK	23-juin	30-juin
JUILLET			
	ETICONCEPT	30-juin	07-juil
	KIECE NORD	07-juil	14-juil
	SEBRAMAT	15-juil	21-juil
	CJL PACK	21-juil	28-juil
AOUT			
	ETICONCEPT	28-juil	04-août
	KIECE NORD	04-août	11-août
	SEBRAMAT	11-août	18-août
	CJL PACK	18-août	25-août
SEPTEMBRE			
	ETICONCEPT	25-août	01-sept
	KIECE NORD	01-sept	08-sept
	SEBRAMAT	08-sept	15-sept
	CJL PACK	15-sept	22-sept
	ETICONCEPT	22-sept	29-sept
OCTOBRE			
	KIECE NORD	29-sept	06-oct
	SEBRAMAT	06-oct	13-oct
	CJL PACK	13-oct	20-oct
	ETICONCEPT	20-oct	27-oct
NOVEMBRE			
	KIECE NORD	27-oct	03-nov
	SEBRAMAT	03-nov	10-nov

Appendix XV – PART'LOG trade fair invitation

PAR LES MEMBRES
FONDATEURS



VOUS INVITENT A LEUR **JOURNEE SALON**

> **VENDREDI 31 JANVIER** <

09h30 à 17h non stop



KIECE NORD

- Sécurité électronique :

- Surveillance et détection d'intrusion
- Vidéoprotection et analyse d'image
- Contrôle, filtrage et gestion des accès
- Sécurité incendie
- Cybersécurité et réseau informatique

SEBRAMAT

-Solution matériel logistique :

- Engins de manutention
- Rayonnages et plateformes
- Matériel de nettoyage
- Equipement de quai
- Support de charge

CJL

- Solution optimisation Packaging :

- Formeuse de caisses
- Machine fermeture d'emballage
- Système de convoyage
- Robot de palettisation et robot mobile
- Banderoleuse de palettes
- Pesage et mesure dimensionnelle

ETICONCEPT

Groupe BARCODIS -Etiquetage et traçabilité :

- Systèmes d'impression/ pose automatiques
- Etiquettes/distribution de rubans/ transfert thermique
- Terminaux PDA/ Terminaux embarqués
- Imprimantes industrielles

Au programme de cette journée :

- Café d'accueil
- Mini conférences thématiques
- Démonstrations

Ainsi que de nombreuses animations et surprises.



Annex I – Training Agreement

FF
AD

INSTITUTO
SUPERIOR
DE CONTABILIDADE
E ADMINISTRAÇÃO
DO PORTO
POLITÉCNICO
DO PORTO

GEE

GABINETE DE ESTÁGIOS E EMPREGABILIDADE
PROJECT/TRAINING AGREEMENT

Between:

Instituto Politécnico do Porto, represented by Porto Accounting and Business School, hereinafter referred to as ISCAP, located at Rua Jaime Lopes de Amorim, s/n, 4465-004 S. Mamede Infesta, Matosinhos, Taxpayer Identification Number 503606251, hereby represented by the Dean, Professor Fernando Magalhães;

AND

SEBRAMAT, located at 10 Rue des Dames 42020 RUITZ, FRANCE, Taxpayer Identification Number FR78831101357, hereby represented by the CEO, Sebastien BRANDT, hereinafter referred to as Host Institution;

AND

Mariène BRIQUET, student no. 2180994, address 73 Chaussée Brunehaut, 62060 Cauchy à la Tour, FRANCE, ID Card 190662152024, and Taxpayer Identification Number _____, hereinafter referred to as Student/Trainee,

Considering that the Program Degree attended by the student at ISCAP includes a Project/Traineeship, this agreement is signed, by which the student/trainee, the host institution and ISCAP confirm that they abide by the following principles:

**Article 1
Scope**

- 1) This agreement sets out the conditions, in accordance with the Masters' General Regulation, for a project/traineeship, carried out by students currently enrolled in Intercultural Studies for Business.
- 2) Both trainee and Host Institution agree that the student/trainee is not entitled to a job at the conclusion of the training period.

**Article 2
Objectives**

According to Article 10th of the Master's General Regulation, the Project Work or Traineeship of ISCAP Masters' Programs aims at providing the trainee with a real work experience, where he can apply the acquired knowledge and skills.

**Article 3
Details of the Project/Training Program**

- a) Student's Degree Program: : Master's degree in Intercultural Studies for Business
- b) Current Student Enrollment: Attending the 2nd year of the aforementioned Degree Program;

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- c) Supervisor at ISCAP:
Mrs Sandra RIBEIRO
- d) Host Institution Department:
Marketing and communication
- e) Mentor at the Host Institution:
Mr Sebastian BRANDT
- f) Training Period (planned dates): _____ months;
- g) From: 06 / 01 / 2020
- h) To: 03 / 07 / 2020
- i) Address:
10 Rue des Dames, 62620 RUITZ, FRANCE

Article 4 Student's/Trainee's Responsibilities

- 1) Complete all required training hours and plan;
- 2) Be punctual, following the established work schedule.
- 3) Substantiate all absences to the host institution, informing both the mentor and the supervisor.
- 4) Follow all the rules, regulations, and safety requirements of the host institution.
- 5) Perform work in a professional and courteous manner in accordance with the mentor's or host institution's requirements and the ISCAP supervisor;
- 6) Take good care of workplace property and resources, given that he/she is solely responsible for any damage or personal and material losses;
- 7) Maintain professional confidentiality. Information related to business, products, projects, clients, strategies and procedures, which he/she has knowledge of or access to because of his/her stay in the Host Institution obtained during and after the conclusion of the training period may not be disclosed or used personally or by others, singular or collective, unless duly authorized in writing.
- 8) To fulfil all other obligations accordingly the Master's General Regulation.

Article 5 Student's/ Trainee's Rights

- 1) To access in good time to the information related to the Project/Traineeship;
- 2) To establish contacts that may originate Project/Traineeship Agreements, developing abilities, at various levels, such as initiative and autonomy;
- 3) Receive follow-up and effective guidance from the Mentor and Supervisor designated by the Master's Course Director;
- 4) Do not regularly perform tasks that do not fit or are not appropriate to his/her training;
- 5) Be assigned a place and a schedule at the Project/Traineeship workplace that allows her/him to attend the ongoing activities at ISCAP;
- 6) To be given the necessary conditions in the Host Institution for the fulfillment of the agreed work plan;
- 7) To have regular contact with the project/trainee supervisor(s) and the mentor;

Article 6 ISCAP Responsibilities

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ISCAP has to:

- 1) Outline the work plan and the Project/Traineeship schedule, with the Host Institution, the supervisor and the mentor;
- 2) Appoint a Project/Traineeship supervisor;
- 3) Make all arrangements so that the student/trainee is regularly monitored in the Host Institution by the designated mentor;
- 4) Give all the necessary support to the student/trainee to provide the fulfillment of the established objectives;
- 5) Solve any conflicts or problems that arise during the Project/Traineeship period.

Article 7 Insurance

Students/Trainees have School Insurance coverage for the Project/Internship period. The Host Institution is thereby exempted from responsibility in case an accident happens during the aforementioned period. In order to activate the School Insurance coverage, the Host Institution shall inform ISCAP of the training period and location.

Article 8 Host Institution's Responsibilities and Competencies

The Host Institution:

- 1) The work developed by the trainee under the principles of this agreement is unpaid. However, the host institution is free to provide a monthly grant to the student/trainee;
- 2) May provide the trainee with travel and food allowances, in order to support her/his expenses during the training period;
- 3) Should a grant be provided, it may also be canceled at any time, after the reasons being discussed with ISCAP;
- 4) Is obliged to assign the trainee only with tasks that fit the work plan of the Project/Traineeship established;
- 5) Should also:
 - a. appoint a mentor, responsible for the follow-up of the the student/trainee throughout the Project/Traineeship;
 - b. define the work plan to be developed by the student/trainee and provide suitable working conditions.

Article 9 Mentor's Responsibilities and Competencies

The mentor at the host institution is responsible for:

- 1) Providing training for the student/trainee as detailed in the learning objectives and supervise and assist the trainee's progress;
- 2) Ensuring the integration of the student/trainee in the Host Institution;
- 3) Registering the attendance of the student/trainee and make the registration available, whenever requested by supervisor (s);
- 4) Keeping the supervisor(s) informed of any problems that may arise during the Project/Traineeship period;

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- 5) Ensuring that the work plan is accomplished and implemented under the agreed conditions;
- 6) Providing a mentor's report.

Article 10

Supervisor's Responsibilities and competencies

ISCAP Supervisor(s) must:

- 1) Mediate the communication process between the Trainee and the Host Institution;
- 2) Assist the Student/Trainee in developing the learning objectives;
- 3) Articulate with the mentor;
- 4) monitor the Student/Trainee's progress during the traineeship period and during the writing of the Project/Traineeship Report;
- 5) Be part of the Project/Traineeship Committee.

Article 11

Confidentiality

ISCAP Trainees and supervisor(s), as well as Host Institution mentor, are committed to confidentiality concerning all classified or private information, for a period of 3 years.

Article 12

Report and Assessment

According to Articles 10, 11 and 17 of the Master's General Regulation:

- 1) The student/ trainee is expected to deliver a report previously reviewed by the Supervisor;
- 2) The Supervisor must provide a qualitative opinion that must be part of the Report;
- 3) This report will be assessed by a committee, according to the Master's General Regulation.

Article 13

Cancellation

This agreement may be subject to rescission or may be cancelled upon expiration without any compensation to the third party.

Article 14

Revocation

The revocation of the Agreement shall take place when:

- 1) The student/trainee gives up the Project/Traineeship;
- 2) The student/trainee cancels the enrollment at ISCAP.

Article 15

Termination

ISCAP reserves the right to terminate this agreement when it is not possible to meet the conditions necessary for full compliance with Article 5 or for non-compliance with Articles 8 and 9 of this Agreement.

Handwritten initials or marks in the top right corner of the page.

Article 16

Confidentiality and Personal Data of the Host Institution

- 1) The student/trainee undertakes to maintain strict confidentiality and never to disclose and transmit to third parties, in any form, any matters, information, files, documents, data or procedures of which he/she becomes aware in the performance of the Project/Internship, or as a result of this performance, relating to the Host Entity and its structure, as well as to its workers, employees, customers or suppliers;
- 2) The Student/Trainee undertakes to keep the personal data of third parties to which he/she has access in the course of the internship or transmitted to him/her by the Host Entity under this protocol strictly confidential, and also undertakes to respect and comply with the policies, rules, procedures, and internal regulations in force at any time in the Host Entity regarding privacy and protection of personal data, as well as to comply with the legal provisions regarding the processing of personal data to which the Host Entity is bound;
- 3) Notwithstanding any applicable internal policies and standards, the Student/Intern may only access and in any way process (eg copy, transmit, alter, disseminate or destroy) personal data that is under the responsibility of the Host if that is strictly necessary for the performance of their duties;
- 4) The Student/Trainee undertakes to immediately notify the Host Entity of any situation or event that may affect the security of the processing of personal data carried out during the internship or that, in any way, may lead to non-compliance of the legal provisions on the protection of personal data by the Host Entity;
- 5) In the event of termination, for any reason, of this Protocol, the Student/Intern shall immediately return to the Host Entity all originals and/or copies of the dossiers, correspondence, files, memos, and other documents and information in their possession, regardless of their medium;
- 6) The duty of confidentiality provided for in this clause shall remain in force even after the termination of this Protocol.

Article 17

Confidentiality and Personal Data of the Student/Trainee

- 1) All legal, ethical and professional provisions established, accepted, and strictly complied with by the Student/Trainee apply to the Student/Trainee in the same time and in the same manner to the Host Entity;
- 2) The Intern expressly and unequivocally authorizes the Host Entity to process, whether or not automated, partially or totally, his or her personal data, which is, or should be, provided to the Host Entity, only within the scope of this Protocol;
- 3) The Host Entity may only use and disclose the personal data referred to in the foregoing subsection for purposes related to this Protocol or to the activities included in its object, social or factual, as well as any other purposes that may prove necessary or merely convenient in the context of the relations maintained between the Host Entity and the Student/Intern;
- 4) The Host Entity may also transmit the data referred to in number 2 of this clause to any company that is related to it, or that is a part of the same national or international economic group, always safeguarding the legal provisions in force;
- 5) The Host Entity undertakes to provide the Student/Intern with the possibility of accessing and requesting the correction or deletion of the data that concerns him/her, at all times, in accordance with the law;
- 6) ISCAP Students/Interns and teachers, as well as Project/Internship supervisors, who, within the scope of the Project/Internship activities, become aware of classified or confidential information, will be obliged to maintain their confidentiality.

**Article 18
Final Provisions**

This agreement has been prepared in four copies, signed by all parties. The original copy is given to ISCAP, the duplicate copy to the Host Institution, the triplicate copy to the Trainee and the quadruplicate to the supervisor.

All omissions shall be solved based on the legislation and regulations in force.

S. Mamede de Infesta 16 December 2019

ISCAP


Mariène BRIQUET Trainee



Host Institution



Responsible for the Course Unit



SASU SEBRAMAT

10 rue des Dames - 62520 RUJIZ
Tel. 03 91 80 28 49
sebramat@sebramat.fr
Siret: 634 701 357 000 26

Annex II: Evaluation form of the Host Institution

MESTRADO DE ESTUDOS INTERCULTURAIS PARA NEGÓCIOS

Bachelor / Master

Trainee

BRIQUET Marlène

Name

Company

SEPRAMAT

Name

BRANDT Sebastian

Adviser:

CLASSIFICATION: 1 2 3 4 5

1 - 1) ATTENDANCE AND PUNCTUALITY

- a - Attendance
- b - Punctuality

				X
				X

2 - BUSINESS ENVIRONMENT

- a - Adaption to the environment (Trainee performance)
- b - Capacity for integration
- c - Capacity for initiative
- d - Technical research capacity
- e - Organizational capacity
- f - Team work capacity
- g - Handling of computer equipment
- h - Knowledge application
- i - _____

				X
				X
				X
				X
				X
				X
				X
				X
				X

3 - TRAINING PLAN

- a - Progression during the internship
- b - Scientific component
- c - Practical component
- d - Compliance with the proposed training plan
- e - Intervention Project developed*
- f - _____

				X
				X
				X
				X
				X

* Note: for classification purposes, consider: 1 - Bad; 2 - Weak; 3 - Adequate; 4 - Good; 5 - Very good

* If applicable

4 - POSTURE

a - Technical and vocational aptitude

b - Ethical and deontological conduct

c - _____

1	2	3	4	5
				X
				X

5 - COMMENTS TO REPORT TO ISCAP

Très bon stage de Marlène.
Je recommande Marlène sans hésiter

31, 07, 20

Signature and Stamp of the Host Entity: _____

Brault Sébastien
SEBRAMAT - SASU au capital de 5000€
Siège social : 10, Rue des Dames 62620 RUITZ
Tel : 03 91 80 18 50
Mail : sebramat@sebramat.fr
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